



Empowered lives.  
Resilient nations.



**Annual Progress Report 2016**

# Community-Based Approach to Local Development

---

**Phase III**



This project is financed by the European Union and co-financed by UNDP

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in nearly 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

---

Please find the enclosed report, accompanying the tranche request. At this stage of the project implementation, we are confident that in 2017, we will be able to successfully deliver the balance of the project in a very high standard according to the original Project Document.

March 2017

**Hendrik van Zyl (Henk)**  
**International Project Manager**  
**United Nations Development Programme**  
**Mobile +38 050 381 8990**  
[henk.vanzyl@undp.org](mailto:henk.vanzyl@undp.org)

---

SDGs promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



Annual Progress Report 2016

# Community-Based Approach to Local Development

---

**Phase III**

---

# Contents

<b>Executive Summary</b> .....	12
<b>Chapter 1: Introduction</b> .....	22
1.1 Project Goals .....	23
1.2 Implementation Methodology .....	23
1.3 Management Arrangement .....	24
1.4 Project Area .....	25

<b>Chapter 2: Sustainable Socio-Economic Development at the Local Level</b> .....	38
2.1 Activities Carried Out During 2016 .....	39
2.2 Developing Support Structures.....	40
2.2.1 Community Organization Development .....	40
2.2.2 Establishing Local Development Forums .....	42
2.2.3 Regional Coordination Councils .....	42
2.2.4 Community Resource Centers .....	43
2.3 Capacity Building.....	44
2.4 Micro – Project Implementation .....	45
2.4.1 Planning, Prioritization and Mainstreaming .....	45
2.4.2 Micro Project Support .....	46
2.4.3 Approval of Micro Project Proposals .....	46
2.4.4 Implementation of Micro Projects .....	53

<b>Chapter 3: Rural Economic Development (RED)</b> .....	58
3.1 Area Selection .....	60
3.2 Cooperative Development.....	61
3.3 Micro-Project Implementation .....	61

<b>Chapter 4: Urban Development</b> .....	72
4.1 Developing Partnerships with Local Governments.....	73
4.2 Capacity Development.....	74
4.3 Seminars and Round Tables .....	74
4.4 Support Structures.....	81
4.5 Micro – Project Support.....	83
4.5.1 Micro Project Support .....	84
4.5.2 Micro Project Implementation .....	85
4.6 Public Awareness Campaigns: Promoting Urban Development.....	87

<b>Chapter 5: Innovative Governance</b> .....	90
5.1 Innovative Governance in Communities.....	91
5.2 Partner Cities .....	92
5.3 Micro Project Proposals.....	93
5.4 Micro Project Implementation.....	93
5.5 Smart Cities Achievements in 2016.....	94

<b>Chapter 6: Support to IDPs</b> .....	88
6.1 Background.....	97
6.2 Key Problems – Shelter & Utilities.....	97
6.3 CBA Interventions.....	98
6.4 Micro-Project Implementation .....	98
6.5 Achievements in 2016.....	99

<b>Chapter 7: Knowledge Management</b> .....	102
7.1 The Knowledge Management Hub (KMH) as Part of CBA's Methodology.....	103
7.1.1 Operationalization of the Knowledge Management Hub (National Resource Centre for Sustainable Local Development).....	104
7.1.2 Improvement of Legislation on Local Governance.....	105
7.2 Awareness Raising on Decentralization .....	106
7.2.1 Decentralization Cluster Trainings .....	107
7.2.2 KMH Media Monitoring, e-Bulletins .....	108
7.2.3 Moderation and Updating of the KMH web-portal.....	108
7.3 Improving Effectiveness of the Ukrainian Association of Villages and Settlement Councils (UAVSC) on Raising Public Awareness and Policy Making.....	108
7.4 Knowledge Portal .....	109
7.4.1 Online Training and Public Awareness System.....	110
7.4.2 Policy-Making .....	111
7.4.3 Knowledge Management Accomplishments in 2016.....	111
7.5 Curriculum Development Component.....	111
7.5.1 Training of Trainers (ToT) Karpaty, Zakarpattya.....	112
7.5.2 Resource Centers .....	112

7.5.3 Open Lectures on Sustainable Local Development Chernihiv National Technologic University .....	116
7.5.4 Joint Strategic Session for CBA Partner Universities' Network to Discuss Smart City Development Zolochiv, Lviv ....	117
7.5.5 All-Ukrainian Student Debates on Sustainable Local Development,Odesa.....	118
7.5.6 Local Development Week in 17 Ukrainian Partner Universities.....	119
7.5.7 Fifth All-Ukrainian Student Summer School for Sustainable Local Development .....	120

<b>Chapter 8: Support Decentralization Reform</b> .....	122
8.1 Handbook on Decentralization .....	125
8.2 Capable Communities as a Base for Regional Development.....	124

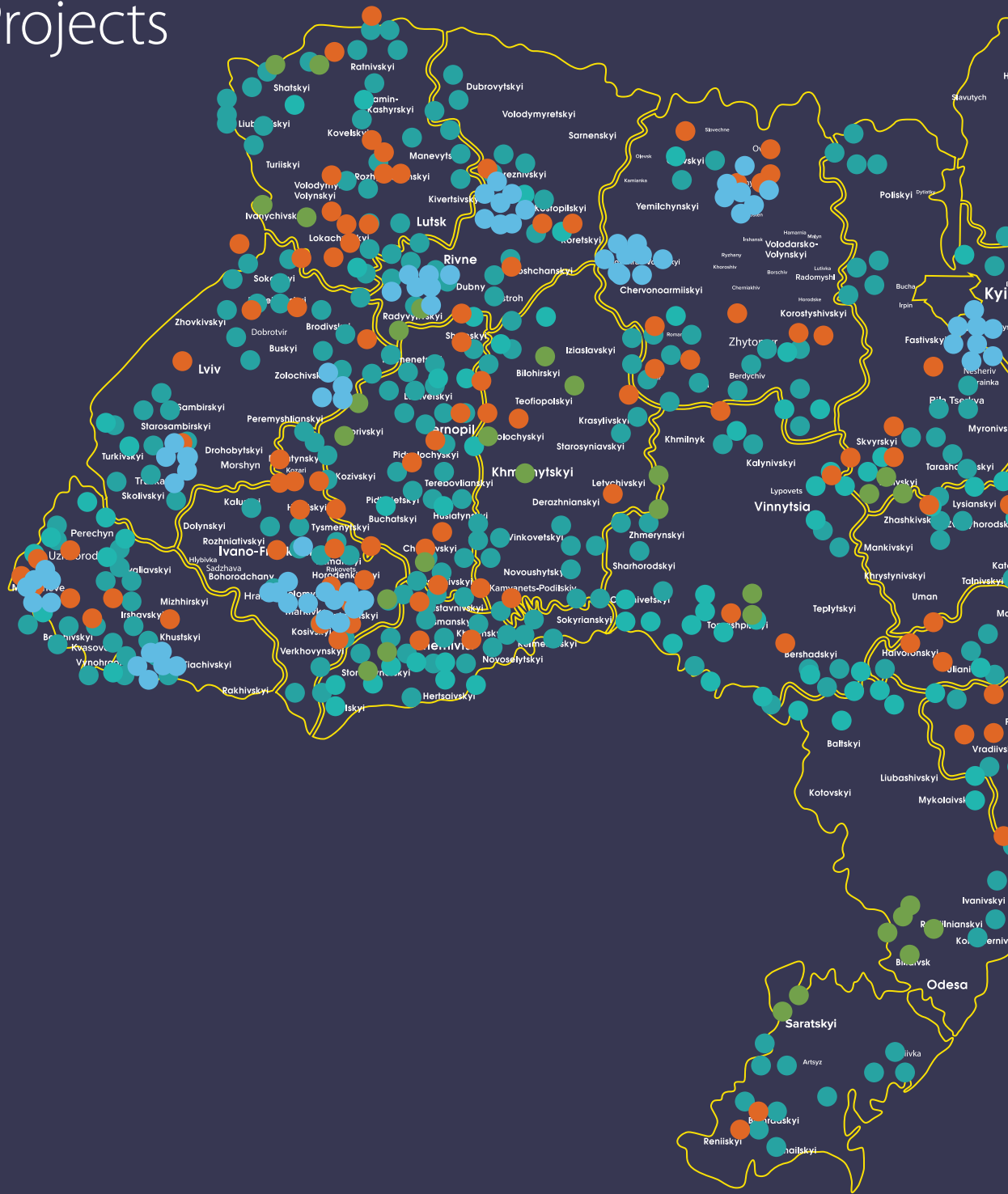
<b>Chapter 9: Communication and Visibility</b> .....	128
9.1 CBA Media Days .....	130
9.2 Developing New CBA Informational Materials .....	134
9.3 Developing and Publishing CBA Compendiums .....	135
9.4 CBA Visibility .....	135
9.5 CBA Social Media .....	136
9.6 Media Outlets.....	137
9.7 Celebrating Europe Days.....	138

<b>Chapter 10: Advisory and Management</b> .....	140
10.1 Reporting to Donors and Partners.....	141
10.2 CBA-III Website .....	141
10.3 e-MIS Development .....	142
10.4 Management Monitoring Visits.....	143

<b>Financials</b> .....	146
<b>Annexes</b> .....	148

# Total Projects

## 1256



Rural economic development

Total 70



Regular

Total 422



Replication

Total 151



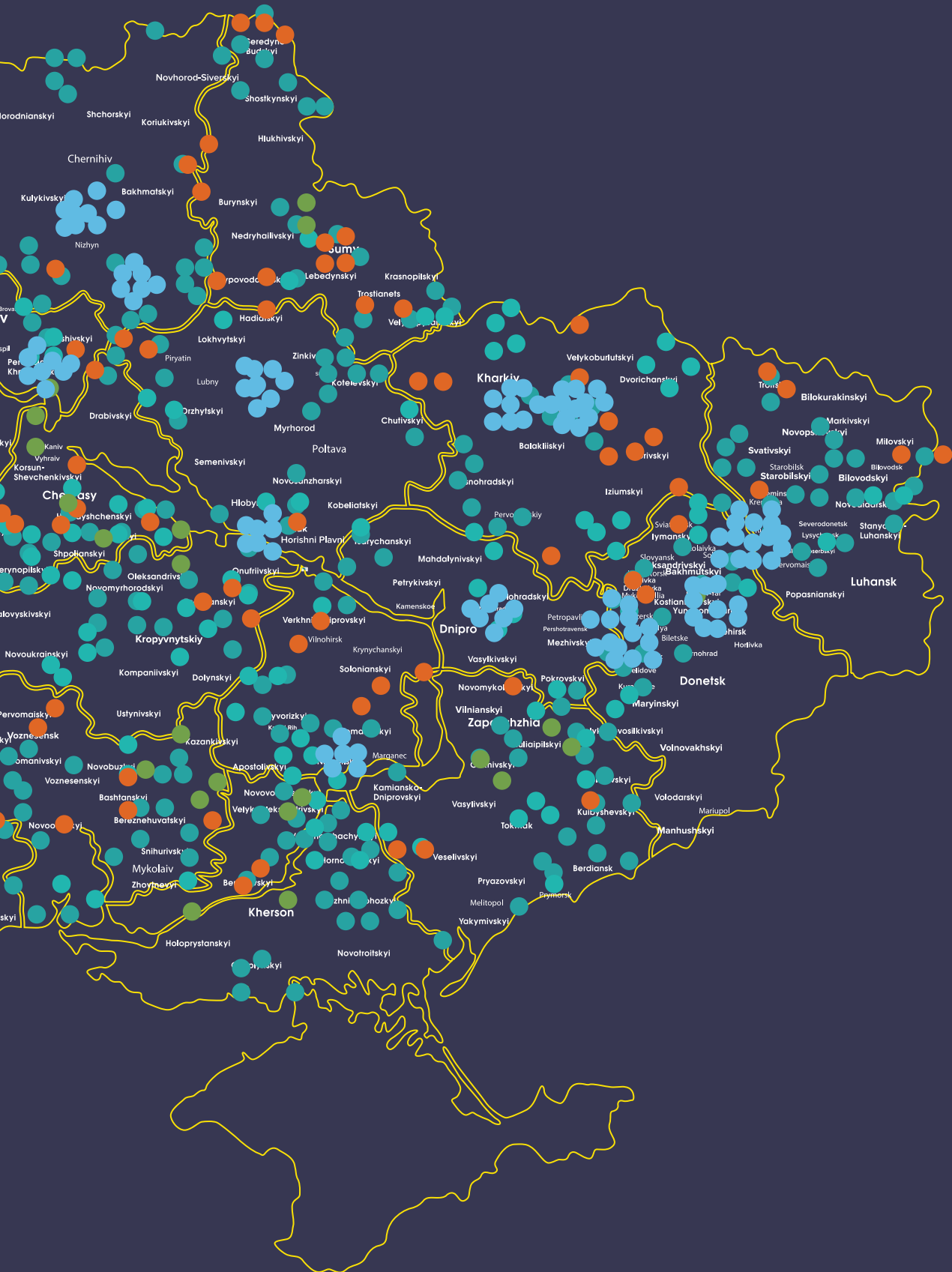
Urban development

Total 413



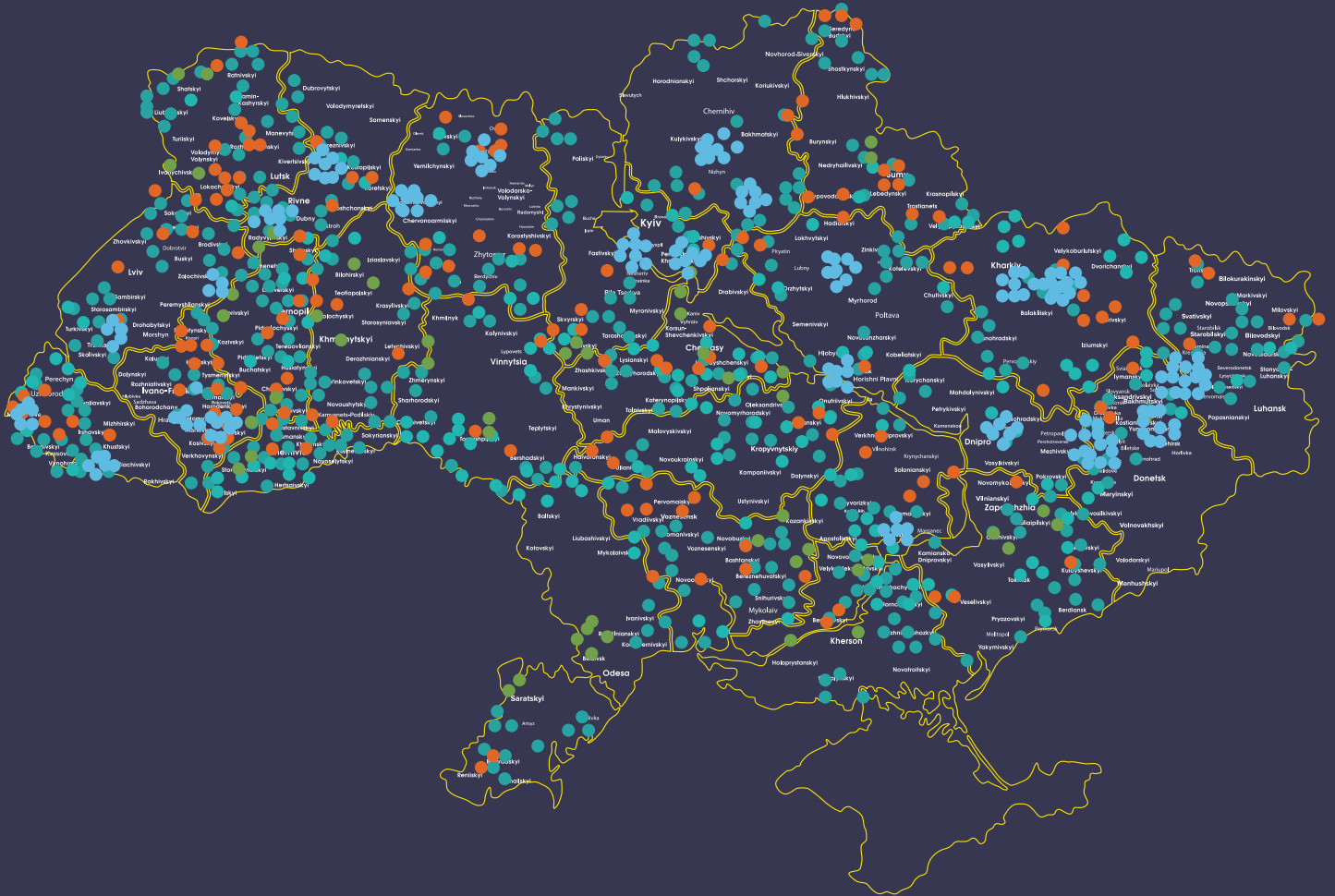
Energy efficiency

Total 200



# Total Projects

## 1256







### Rural economic development



### Urban development

Regions	Approved MPPs	Regions	Approved MPPs
Cherkaska	7	Chernihivska	27
Chernivetska	6	Dnipropetrovsk	39
Donetska	1	Donetska	62
Khersonska	6	I-Frankivska	30
Khmelnyska	4	Kharkivska	26
Kirovohradska	7	Kyivska	25
Mykolaivska	5	Luhanska	36
Odeska	4	Lvivska	35
Sumska	7	Poltavska	26
Ternopilaska	6	Rivnenska	30
Vinnytska	6	Zakarpatska	43
Volynska	6	Zhytomyrska	34
<b>Total</b>	<b>70</b>	<b>Total</b>	<b>413</b>



### Regular



### Replication



### Energy efficiency

Regions	Approved MPPs	Regions	Approved MPPs	Regions	Approved MPPs
Cherkaska	15	Cherkaska	11	Cherkaska	9
Chernihivska	15	Chernihivska	1	Chernihivska	4
Chernivetska	17	Chernivetska	6	Chernivetska	8
Dnipropetrovska	19	Dnipropetrovska	13	Dnipropetrovska	8
Donetska	18	Donetska	10	Donetska	3
I-Frankivska	17	I-Frankivska	0	I-Frankivska	15
Kharkivska	9	Kharkivska	14	Kharkivska	6
Khersonska	20	Khersonska	5	Khersonska	7
Khmelnyska	19	Khmelnyska	7	Khmelnyska	5
Kirovohradska	16	Kirovohradska	9	Kirovohradska	10
Kyivska	15	Kyivska	7	Kyivska	9
Luhanska	26	Luhanska	3	Luhanska	8
Lvivska	19	Lvivska	5	Lvivska	7
Mykolaivska	18	Mykolaivska	5	Mykolaivska	12
Odeska	15	Odeska	9	Odeska	7
Poltavska	20	Poltavska	5	Poltavska	6
Rivnenska	23	Rivnenska	2	Rivnenska	7
Sumska	17	Sumska	6	Sumska	10
Ternopilaska	25	Ternopilaska	2	Ternopilaska	9
Vinnytska	9	Vinnytska	14	Vinnytska	8
Volynska	21	Volynska	2	Volynska	13
Zakarpatska	18	Zakarpatska	2	Zakarpatska	10
Zaporizka	17	Zaporizka	8	Zaporizka	8
Zhytomyrska	14	Zhytomyrska	5	Zhytomyrska	11
<b>Total</b>	<b>422</b>	<b>Total</b>	<b>151</b>	<b>Total</b>	<b>200</b>

# Acknowledgement to Our Partners



The European Union provides financial and technical cooperation to Ukraine's ambitious reform agenda through projects across a wide-range of sectors, regions and cities in Ukraine. EU assistance focuses in particular on support for democratic development and good governance, administrative capacity building and infrastructure development. CBA has been supported as a local development delivery mechanism since 2008. Since 2015 it has been fully aligned with the EU's expanded support to decentralization reforms, economic development and civic engagement.



CBA is done in partnership with all 24 Oblast Councils which host Regional Coordinators in their office premises.



# List of Abbreviations

ACMB	Association of Co-Owners of Multi-Apartment Buildings	MPP	Micro-Project Proposal
ASC	Agricultural Service Cooperative	OC	Oblast Council
ATC	Amalgamated Territorial Community (“Hromada”)	OCRC	Oblast Community Resource Centre (same as OIU)
AWP	Annual Work Plan	OIU	Oblast Implementation Unit (same as OCRC)
BSP	Body of self-organisation of population	OSA	Oblast State Administration
CBA	Community Based Approach to Local Development	PA	Partnership Agreement (i.e. MoU)
CDO	Community Development Officer	PMU	Project Management Unit (CBA head office in Kyiv)
CDP	Community Development Plan	RC	Rayon Council
CO	Community Organisation	RCC	Regional Coordination Council
CRC	Community Resource Centre	RCRC	Rayon Community Resource Centre
EE	Energy Efficiency	RED	Rural Economic Development
EU	European Union	RM	Replication of CBA methodology
FP	Focal Person	RSA	Rayon State Administration
IDPs	Internally Displaced Persons	TsNAP	Centre for Administrative Service Delivery
KM	Knowledge management (component of CBA II)	TIC	Technical and Information Centre
KMH	Knowledge management hub	VC/CC	Village Council/City Council
LED	Local Economic Development	UNDP	United Nations Development Programme
LDF	Local Development Forum	UADRC	Ukrainian Association of District and Regional Authorities
MDF	Municipal Development Forum	UASCU	Association of Cooperatives of Ukraine
MoU	Memorandum of Understanding	UAVSC	Ukrainian Association of Villages and Settlements Councils
MP	Micro-project (Community Project)	U-LEAD	Ukraine Local Empowerment, Accountability and Development (multi-donor decentralization project)



---

# Executive Summary: Context of Action



A CBA beneficiary from  
Mykolaiv

## Overview

The EU-funded project Community-based Approach to Local Development (CBA) promotes sustainable and inclusive socio-economic development at the local level by strengthening participatory governance and fostering community-based initiatives throughout Ukraine. CBA mobilizes local authorities, community organizations, and private sector actors to plan and carry out joint projects aimed at improving the living conditions of people in disadvantaged urban and rural areas in 80 percent of Ukraine's rayons (districts). Cumulatively, CBA phases I-III has supported almost 3,900 local development initiatives including 1,810 school/kindergarten renovations, 708 health posts, 157 water supply schemes, 18 environment projects, 64 agricultural service cooperatives, and 1,044 energy-saving projects.

It is estimated that some 5.6 million people across more than 2,830 local administrative units (i.e. almost 20 percent of the total number) have benefitted from CBA support since 2008, thereby laying the foundation for the successful implementation of the government's decentralization and regional policy reforms.

2016 saw many significant developments in Ukraine's decentralization and local governance reforms. Altogether 366 newly Amalgamated Territorial Communities were formed, fiscal decentralization was rolled out and large assistance programs for the reforms were put in place. The networks, mechanisms and experiences built by CBA in all parts of Ukraine complement the new multi-donor assistance program for decentralization and regional policy reform (U-LEAD) by providing capacity building, hands-on assistance and learning-by-doing experiences for new governance structures, including the newly-emerging ATCs, which are emerging as key partners for local development assistance.

CBA continues to operate as structured and transparent implementation mechanism providing incentives and a methodology to local communities to promote sustainable socio-economic development at the local level, concentrating support to disadvantaged segments of society and on thematic areas that are national reform priorities such as energy efficiency, health, and environment and water management. CBA can rapidly translate ongoing policy directives and resource inputs to the local community level in rural and disenfranchised areas in all oblasts of Ukraine. Working with a government cost-sharing rate of almost 50 percent on average, CBA helps deliver EU financial support for local development that brings tangible, hi-impact and people-oriented changes at the community level. 2016 saw a continued trust in the CBA 'brand' receiving 1,198, total media hits, of which 138 were in national, Ukrainian press. Achievements this year include the expansion of Associations of Co-Owners of Multi-Apartment Buildings (ACMBs) for energy efficiency and urban development, and developments in the Knowledge Management, adding 7 more universities to the CBA Network for Sustainable Development, totaling 40.

## Project Background

Funded by the EU, with co-financing and implementation provided by UNDP, CBA has strived to establish critical partnerships and support of the Ukrainian government at the national, regional, and local levels. Community Organisations (CO) form the foundation for the community-based approach. They can take different legal forms: Bodies of Self-organisation of Population ("OSN"), Associations of Co-Owners of Multi-Apartment Buildings ("OSBB"), or Agricultural Service Cooperatives "ASCs".

Social mobilization remains an important step towards strengthening the accountability of local government in the future. This activation of the community is facilitated by experienced UNDP Community Mobilizers in a constructive setting with local officials, it encourages increased provision of service of local authorities. CBA provides a positive 'departure point' for this very fragile interaction between communities and officials, and provides the foundation to begin the emergence of social trust and social capital. Thus, CBA promotes incentives for cooperation between authorities and communities by forging mutually beneficial partnerships and financing opportunities at the local level.



Cumulatively CBA I, II and III have been responsible for almost 3,900 local development initiatives that include 1,810 school/kindergarten renovations, 708 health posts, 157 water supply schemes, 18 environment projects, 64 agricultural service cooperatives, and 1,044 energy-saving projects. It is estimated that some 5.6 million people across more than 2,830 local administrative units (i.e. almost 20 percent of the total number) have benefitted from CBA support since 2008. Over 20,000 community members and 5,816 local and regional officials have been trained in institutional development, fiscal decentralization/ administration, community project management, as well as participatory planning and assessment. CBA's [knowledge management hub](#) helps collect and share knowledge and best practices on community mobilization and participatory governance.



Beneficiaries from Sumy with a new tractor, procured with CBA support



## CBA Phase III

Phase Three of CBA (CBA III) specifically supports the Government of Ukraine in carrying out decentralization and local governance reform, guided by the 2014 Government Directive on the 'Reform of Local Self-government and Territorial Organisation in Ukraine.' In conflict-affected areas of Eastern Ukraine, CBA has contributed to the recovery effort, supported IDPs, and above all increased social cohesion in host communities through social mobilization and local governance reforms. CBA technical assistance, capacity building, and funding has granted further autonomy and institutional output for local authorities allowing for a continued, vertical strengthening of community engagement across the country. Basic social and communal infrastructure in the areas of energy efficiency, health, environment, water management, and rural economic activities have been continued and strengthened at the rural and urban/semi-urban level.

CBA III offers more opportunities for municipalities to implement energy efficiency measures with multi-apartment buildings and their respective COs, complemented by institutional capacity building for municipal authorities to apply innovative practices of citizen engagement at the micro-local level. Local development resource centres in 201 rayons and 25 municipalities are being further expanded to provide service hubs for community-based development, while 17 regional universities are integrating sustainable and inclusive development principles and community-based implementation methodologies into their curriculum.

CBA is based on the concept of shared responsibilities and co-financing of local development investments. CBA Phase III's time-frame extends from 2014-2017, with a total budget of 23.8 mil. Euros, (23 mil. from the European Union and 800k from UNDP). Additional co-financing from local government and beneficiary communities provides significant funds, but is not initially defined, as it is dependant to the financial condition of the respective local entity during the time granting. Although the economic crisis has slowed down central government programs in support of community initiatives, regional governments are continuing to replicate the CBA approach using their own financial resources. An additional benefit to CBA actions is that local governments often invest in additional or related activities. Such related investments increase the leverage effect of CBA and are estimated at about 4.5m EUR a year.

Currently, CBA operates in all 24 oblasts (regions) in Ukraine and in 201 rayons (districts), 800 rural communities as well as 25 cities. Under Phase III, the project has supported 819 local community organizations (COs) implementing 70 rural economic cooperatives, 46 drinking water schemes, 52 health care centres, 200 energy efficiency schemes, 413 urban dwelling schemes, and 473 energy saving projects, and benefiting an estimated 3.73 million people.

The catalytic role of the CBA project on the decentralization reforms is seen in the strong correlation found between communities that have partnered with CBA and the voluntary decision of Village and City Councils to form ATCs.

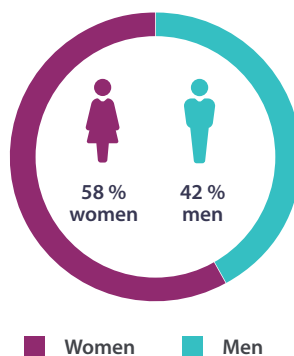
# Overall



## 2016 at A Glance:

**In 2016, CBA continued with strong deliverables in line with the approved Annual Work Plan for 2016 and the project document. Below are several highlights (for more information please see the 'Statistical Abstract in Ch. 1).**

- + **Targets:** 24 regions, 200 rayons, 1,000 village councils, 1,000 COs, 200 LDFs, 200 CRCs, 800 micro-projects; 1,5 mil. beneficiaries
- + **Results:** 24 regions, 201 rayons, 800 local councils, 819 COs, 219 LDFs, 219 CRCs, 773 micro-projects; 2,2 mil. beneficiaries
- + CBA reached 24 regions, 201 rayons and 800 local councils;
- + 773 community initiatives were approved in energy saving, public health, and water supply/sanitation.
- + 2.2 mil. Ukrainian citizens are classified as direct and final beneficiaries.
- + 169,337 men and women (CO members) from 323,117 households organized themselves into 774 community organizations that were registered under appropriate legal form (42% men and 58 % women). Participation is about 83.2% of the target households;
- + 219 Local Development Forums and 219 Community Resource Centres have been established and strengthened to support joint planning and implementation of community initiatives;
- + 1,492 trainings held with 31, 000 participants.
- + 773 community initiatives were approved in the priority area of energy saving, public health, and water supply/sanitation.

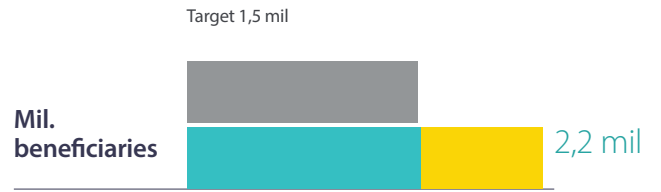
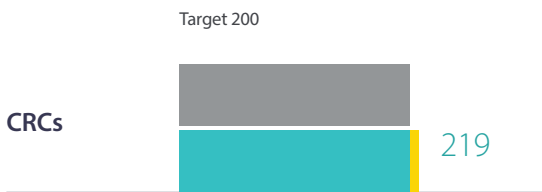
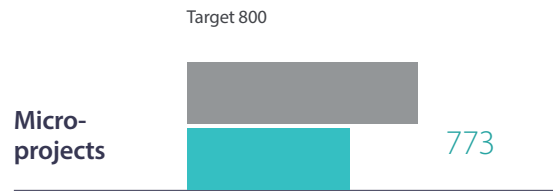
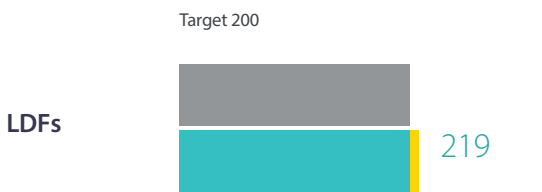
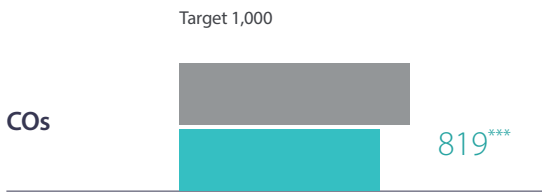
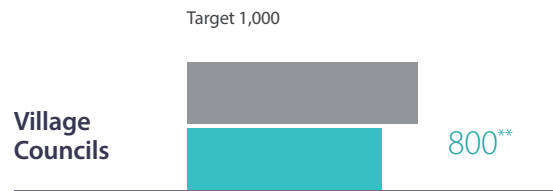
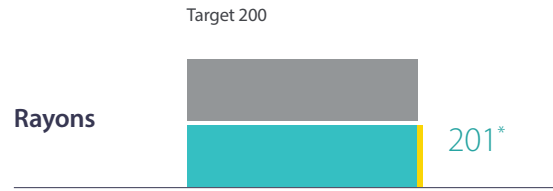
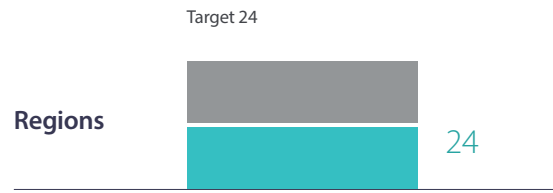


**219**  
Local  
Development  
Forums



**+ 219**  
Community  
Resource  
Centres

Progress versus targets



\* 201 is the number of rayons selected for regular, replication, and energy efficiency components. Separately, 26 rayons were selected for participation in Rural Economic Development component. Of these 26 rayons – 8 are also members of other components. Therefore, in total the third phase of the CBA Project works in 219 rayons.

\*\* The CBA Project conduct a series of activities on ensuring replication and sustainability of the community based methodology. In 40 rayon's (additional to the original selected rayon's) a number of village/city councils and communities (5 per rayon on average) were selected. Representatives of these communities and rayon's receive training and non-financial support on replication of the CBA methodology. However, the communities do not implement micro projects with the CBA financial assistance. This explains the discrepancy that might occur between the figures in lines 3-5 (village and city councils/communities) and line 11 (micro projects). A further contributor to the mentioned discrepancy is where communities decide not to implement a micro project based on expectable reasons such as financial constraints or a majority community decision.

\*\*\* 819 is the number of community organizations (COs) grafted or created for the partnership with the CBA Project. Not all of such COs receive legal registration to continue the partnership. Because of different reasons 12 COs stopped the partnership at the stage of legal registration.



### **Municipal Housing Services & Innovative Governance**

- + **Strengthening ACMBs**  
**134 ACMBs formed,**  
**208 Micro Projects implemented**
- + **Innovative Governance**  
**30 micro projects supported**

### **Local Sustainable Development & Public Service Delivery**

- + **Water Supply**  
**15 micro projects supported**
- + **Healthcare**  
**8 micro projects supported**
- + **Energy Efficiency/Saving**  
**209 micro projects supported**

### **Rural Economic Development & Cooperatives**

- + 45 microprojects supported

### **Knowledge Management/Policy Support**

- + Two national Associations supported in policy development (Association of District and Regional Councils and Association of Village and Settlement Councils)
- + 12 policy recommendations on improvement of legislation in local governance prepared
- + 10 distance online learning courses conducted for local self-governance bodies. Around 2,400 people were trained online.

### **Media Visibility**

- + 1198 individual media hits
- + 559 website publications 559 website materials

### **Also:**

- + **Two TsNAPs opened in Shumsk, Ternopil region and in Myliachy, Rivne region. The first TsNAPs opened in Amalgamated Territorial Community (Shumsk) and the first TsNAP in rural area (Myliachy).**



CBA beneficiaries in the rural region of Rivne have access to better healthcare



---

# 01

# Introduction

CBA III is financed by the European Union with co-financing and implementation by UNDP, along with the support of the Government of Ukraine and in partnership with local authorities and elected bodies. The total budget of CBA III is € 23.8 mil., including € 23 mil. contributed by the EU and € 800k by UNDP.



### 1.1 Project Goals



### 1.2 Implementation Methodology

The strategic direction of CBA is to build the capacity of its target stakeholders, and use this momentum for multi-stakeholder cooperation and multi-sectoral interventions, driving local ownership in the process. The method is bottom-up. Stakeholders from the grass-roots (community), meso (rayon and regional) and macro (national) levels are involved at every stage. The CBA implementation process also involves a series of activities and benchmarks that help yield tangible results.

Multi-level partnerships are built by involving selected rayons, village/city councils and local communities from the functional areas of the Project. They are selected through open competition based on the criteria of socio-economic hardship, especially in the areas of health, education, water supply, energy supply and environmental situation. Through the selection process, CBA effectively reaches the most vulnerable areas/population in a national context.

Local-level activities of CBA are carried out under the framework of partnership with local stakeholders. These relationships with participants are based on the willingness and commitment of partners (communities, village/city councils, rayon authorities, regional authorities, academia, associations of local self-governments, private sector) for both cost-sharing and joint decision-making.

CBA's social mobilization tool engages stakeholders to create an enabling environment for joint decision-making and joint implementation of activities. A Community Organisation (CO) is formed by representation of no less than 80% of households from the selected community to reflect common community vision and implementation of community priorities. Local Development Forums (LDF) are established at the rayon level for joint decision-making, resource mobilization, local coordination; Regional Coordination Council (RCC) are created at regional (oblast/ARC) level to monitor CBA activities in the region as well as navigate local policies/procedures, and support programming and resource mobilization. At the national level, there is a steering committee to ensure national-level coordination and advisory support.

Capacity of COs are built in such a way that they can make joint decisions with local authorities, mobilize resources, implement local priorities and sustain results. The Capacity of the partners (VC/CC, rayon/oblast) is strengthened in terms of human resources to implement participatory approach propagated by the Project. Training, study visits, public/private dialogues, small grants (for community projects), and appropriate institutional mechanisms are used as the tools for capacity building.

### 1.3 Management Arrangement

CBA is managed by UNDP Ukraine under the overall guidance of the Deputy Resident Representative and direct supervision of the Senior Programme Manager. The Project is run by an implementation team with a central body in Kyiv and 24 Oblast 'Implementation Units,' i.e. one in each region. Oblast Implementation Units (Regional Community Resource Centres) are further supported by oblast authorities in terms of office premises and human resources. Similarly, each rayon partner nominates one official for coordination and implementation. Further, CBA provides them with an established methodology to create the District Community Resource Centre. Together, they implement the local components of CBA activities. Both the LDF and RCC serve as a guiding body at the local and regional level, as well as a steering committee at the national level. In order for timely and high-quality outputs, appropriate 'quality supervision committee' (QSC) and 'Management Information Systems' (MIS) are established to make the stakeholders directly involved in the process of monitoring and assessment of the Project activities. Flow of information is bottom-up and participatory. Various forms of media outlets are encouraged to raise public awareness about activities of the CBA with a purpose to ensure transparency.



### 1.4 Project Area

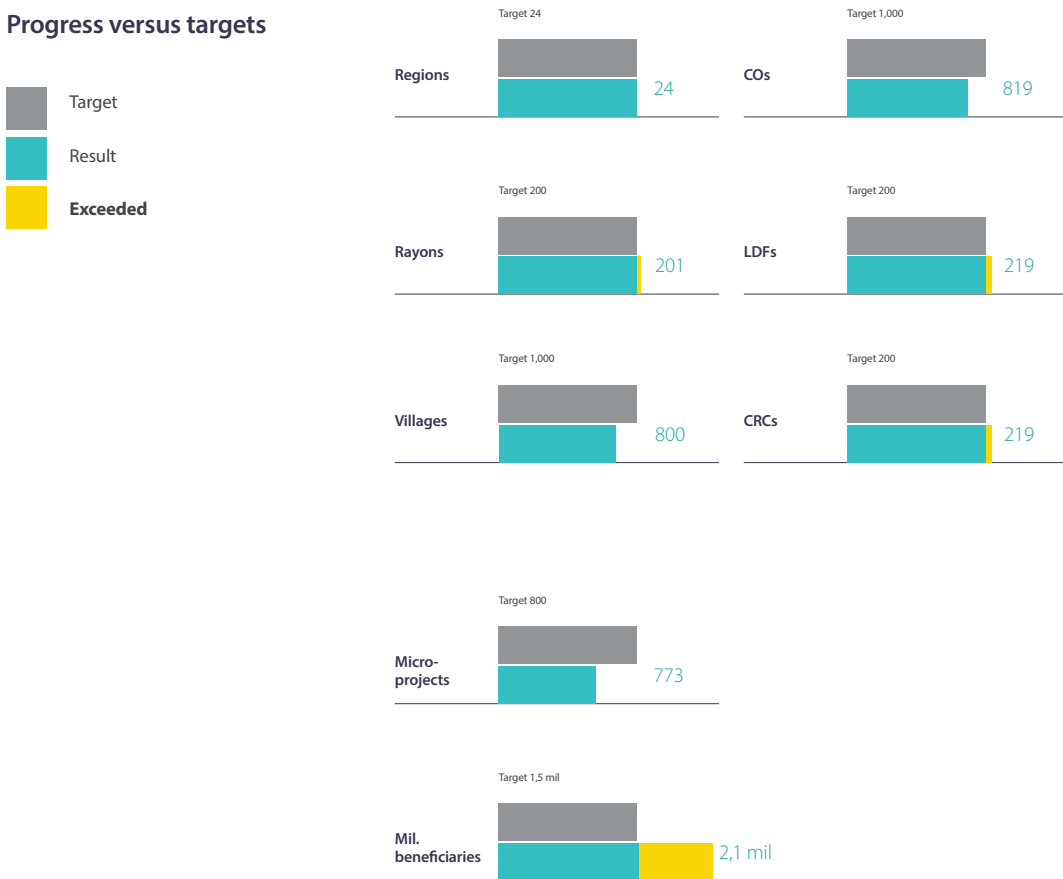
CBA III is being implemented in all oblasts of Ukraine, covering total of 201 rayons and 25 cities. Community organizations, local and regional authorities, relevant ministries, parliamentary committees, national associations of local councils and Ukrainian universities are partners of the CBA project.

### Sustainable socio-economic development at the local level

**Targets:** 24 regions, 200 rayons, 1,000 village councils, 1,000 COs, 200 LDFs, 200 CRCs, 800 micro-projects; 1,5 mil. beneficiaries

**Results:** 24 regions, 201<sup>1</sup> rayons, 800<sup>2</sup> local councils, 819<sup>3</sup> COs, 219 LDFs, 219 CRCs, 773 micro-projects; 2,2 mil. beneficiaries

#### Progress versus targets



<sup>1</sup> 201 is the number of rayons selected for regular, replication, and energy efficiency components. Separately, 26 rayons were selected for participation in Rural Economic Development component. Of these 26 rayons – 8 are also members of other components. Therefore, in total the third phase of the CBA Project works in 219 rayons.

<sup>2</sup> The CBA Project conduct a series of activities on ensuring replication and sustainability of the community based methodology. In 40 rayon's (additional to the original selected rayon's) a number of village/city councils and communities (5 per rayon on average) were selected. Representatives of these communities and rayon's receive training and non-financial support on replication of the CBA methodology. However, the communities do not implement micro projects with the CBA financial assistance. This explains the discrepancy that might occur between the figures in lines 3-5 (village and city councils/communities) and line 11 (micro projects). A further contributor to the mentioned discrepancy is where communities decide not to implement a micro project based on expectable reasons such as financial constraints or a majority community decision.

<sup>3</sup> 819 is the number of community organizations (COs) grafted or created for the partnership with the CBA Project. Not all of such COs receive legal registration to continue the partnership. Because of different reasons 12 COs stopped the partnership at the stage of legal registration.

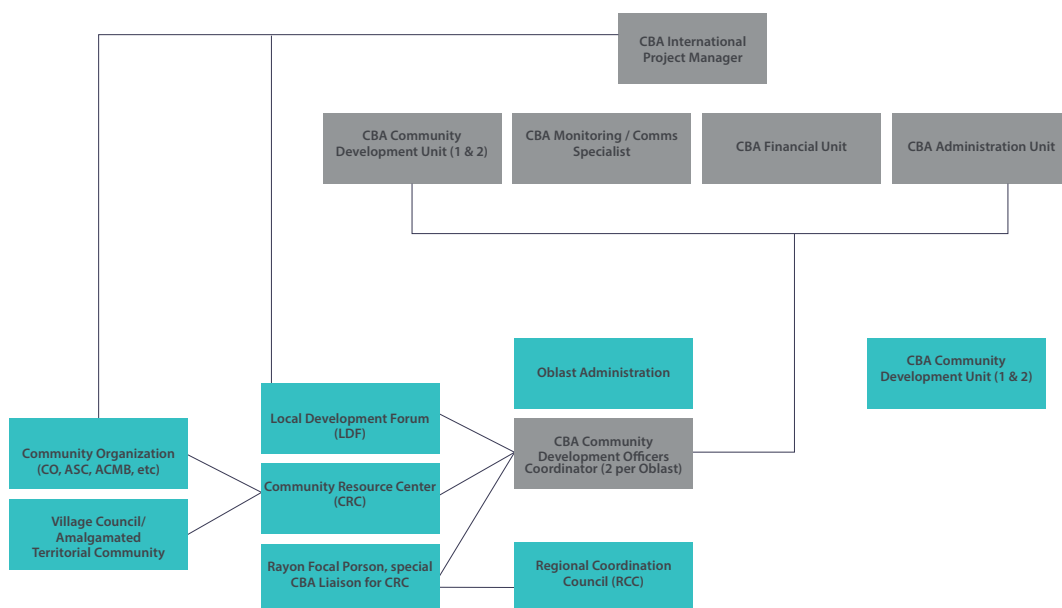
The core components of CBA III focus on building partnerships for delivering tangible impacts for sustainable development across the country. This means jointly developing community priority plans, elaborating community-driven project proposals, approving micro-projects and their financing, and a continuous review of implementation to provide full transparency and accountability.

CBA utilizes social mobilization tools to engage local communities and authorities for joint decision-making, cost-sharing, project implementation, and establishing sustainable mechanisms for delivering development finance. Envisioned cost-sharing arrangements includes 5% CO's contribution; a minimum of 20% from local budgets and up to 75% from the CBA Project. Flexibility in the cost-sharing ratio was adopted in response to budgetary constraints facing local governments, in particular in the conflict-affected East.

Initiating development interventions at the regional level by engaging communities allows for custom solutions critically relevant to the community. While the CBA project provides technical assistance to this process, the de facto engagement of every governmental structure provides not only increased capacity to both the CO and the local authorities, but by process solidifies norms of engagement with the government. Essentially, the 'exit strategy' for the CBA intervention is a monitored and progressive 'handover' of the COs to the recently capacitated local and regional authorities. The success of this process is no more visible than in the ability for COs to mobilize resources on their own at the government level.

These are developed to engage participatory decision-making and monitoring at all levels of project implementation. Key structures include Community Organisations (COs) at local level, Local Development Forum (LDFs) and Community Resource Centres at rayon level, Regional Coordination Councils (RCC) and Community Resource Centres at regional level.

During 2016, 1,492 trainings were conducted to train 11,421 men and 15,466 women. Through them community members were trained in community mobilisation and participatory planning. These trainings were focused on planning, development and implementation of micro-projects, accounting, and public audit





# Cumulative Achievements in 2016:



## CBA reached

24 regions, 201 rayons and 800 local councils;



**2.2 million**

men, women are expected to benefit from

**773**

micro-projects directly or indirectly.



**169,337**

**men and women (CO members)**

organized themselves into 774 community organizations that were registered under appropriate legal form (42 % men and 58 % women). Participation is about 83.2% of the target households;



**219**

**Local Development Forums**

and 219 Community Resource Centres have been established and strengthened to support joint planning and implementation of community initiatives;



**773**

**community initiatives**

were approved in the priority area of energy saving, public health, and water supply/sanitation.



## Regular Component Micro Projects 2016:

CBA micro projects provide linear results in two areas: a direct positive change to the living conditions and life quality in the community, as well as it is an operationalization of all existential project efforts in trainings, awareness raising, mobilization, forecasting, and regional planning.

### Achievements 2016:

- + 12 micro-projects were approved in partnership with their respective local authorities and CBA, bringing the grand total to 422 since inception.
- + 9 micro-projects were focused on energy saving (350 since inception), 1 micro-project was focused on water supply (30 since inception), and 2 – on health protection (42 since inception).
- + The total cost of the 12 micro-projects implemented in 2016 is expected to be UAH 2.1 mil. (USD 80.000 / EUR 71.200) of which costs to be shared among COs is 5.8%, local governmental budgets - 30.5%, and the CBA project - 63.7%.
- + In total, since inception, total cost of 422 micro- projects is expected to be UAH 142.8 mil. (USD 5.44/ EUR 4.85 mil.). Of them, 5.9 % was collected by COs, 31.6% were provided from local budget, 61.7% - part provided by the CBA Project, and 0.8% was given by private sponsors.

### Deliverables: 2016

**Out of 422 approved micro-projects, 215 micro-projects were completed including public audit before handover, 207 are still under implementation. In total, 211 micro-projects were handed over to the owner, while the remaining, approved micro projects are still under the process of implementation and will be completed before the scheduled project closing.**



## Methodology Replication 2016

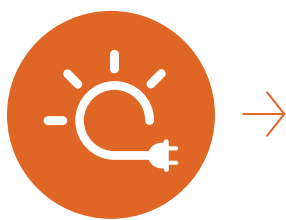
The term 'Replication' means that communities, even without a formal organizational status, 'replicate' the process of mobilization and engagement all the way to project proposal, implementation and handover. CBA partners in all regions are encouraged to adopt the CBA methodology to utilize participatory planning for their resource base. Within the 'Replication Component' CBA contributes less funds to micro projects than in the 'Regular' component. This is done strategically, to elicit a high level of ownership of new, potential CBA-partner communities, and overall to ensure sustainability of the CBA long-term. In addition to providing technical support for capacity building, CBA supports implementation of micro-projects on a cost-sharing basis. On average, local authorities supply 65% of the total cost, COs provide 5%, and CBA provides the remaining 30%.

### Achievements: 2016

- + 135 micro-projects were approved for COs, in partnership with their respective local authorities and CBA, making it 151 in total since inception.
- + Of the 135 micro projects approved for implementation in 2016, 113 are devoted to energy saving, 14 - to water supply, 6- to health care, and 2- to environment saving.
- + Total cost of the approved micro projects is UAH 36.8 mil. (USD 1.4/EUR 1.25 mil.). Since inception, the total cost of 151 micro projects is expected to be UAH 40.3 mil. (USD 1.54 / EUR 1.37 mil.). Of them, 6.2% was collected by COs, 43.9% were provided from local budget, 48.2% - part provided by the CBA Project, and 1.7 % was given by private sponsors.

### Deliverables: 2016

**Of the 151 approved micro-projects, 37 micro-projects were completed, including public audit. In total, 35 micro-projects were completely handed over to the owner.**



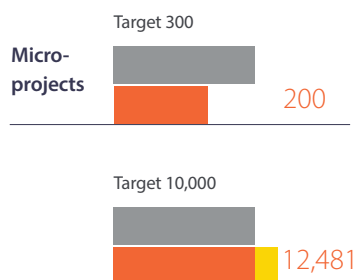
## Energy efficiency (EE)

The EE component of CBA III aims to enhance local capacity by enabling citizens and local authorities to learn about energy efficiency technologies and use them jointly to solve their energy problems sustainably. Usually, the CBA project contributes 75 % of the total cost, local authorities bear 20 %, and a CO provides 5%. The direct result of energy efficient measures is significant reduction in energy bills, reduced pollution, improved health, learning environment and public safety. Thanks to the implementation of energy efficient initiatives, in some cases communities' savings on bills and energy resources were around 10 – 20 % (heating modernization and doors and windows replacement microprojects) and up to 100 % (solar panels installation for streetlighting).

**Targets:** 300 micro-projects; raising awareness of 10,000 persons on energy efficiency

**Results:** 200 micro-projects, 12,481 beneficiaries with raised awareness on energy efficiency

### Progress versus targets



### Achievements 2016:

- + 87 micro-projects have been approved, making it 200 in total since inception. Total cost of these 87 micro-projects is UAH 32.4 mil. (USD 1.24/ EUR 1.11 mil.) which was shared among community (5.5%), local budget (31.5%), CBA (63%).
- + Since inception, total cost of 200 approved micro projects is UAH 74.3 mil. (USD 2.83/ EUR 2.52 mil.). Of them, 5.5% was collected by COs, 31.6% were provided from local budget, 62.8% - part provided by the CBA Project, and 0.1% was given by private sponsors.
- + Direct result of this support is significant reduction in energy bills, reduced pollution, improved health, learning environment and public safety.

### Deliverables: 2016

Of 200 approved micro-projects, 113 micro-projects were completed, including public audit. In total, 49 micro-projects were handed over to the object owner.



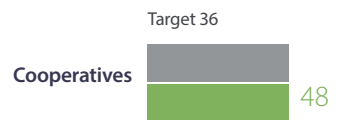
### Rural economic development (RED) component

CBA III builds the capacity of low-income, rural households by providing technical assistance in joint economic initiatives that encourage income generation and job creation in rural areas. This is done by first mobilizing the target population to develop multi-functional, agricultural service cooperatives (ASCs), which is followed by capacity building and coaching on economic services i.e. marketing, logistics etc. CBA typically provides 70 % of the total cost for micro projects, and ASCs provide 30% in kind financing to encourage and enforce ownership. A maximum 15% come from local authorities or private entities.

**Targets: 36 cooperatives**

**Results: Target is exceeded. 48 cooperatives were created with the CBA Project support.**

#### Progress versus targets



#### Achievements: 2016

- + **Micro-projects approval:** 45 micro-projects were approved, making it 70 in total since inception. Total cost of these 45 micro-projects is UAH 24.4 mil. (USD 907k / EUR 843k) which was allocated by community (17.1 %), local budget (5.3%), CBA (77.4%), private sponsors (0.2%). Since inception, total cost of 70 approved projects is 40.6 mil. UAH (1.55 mil. USD/1.38 mil. EUR).
- + **Of them, 17.1 % was collected by communities, 5.2% was provided from local budget, 77.5% was provided by the CBA Project, and 0.2 % was given by private sponsors**

#### Deliverables: 2016

**Of 70 initiated micro-projects, 36 micro-projects got completed, underwent public audit before handing over the object to the owner. In total, 35 micro-projects were handed over to the object owner.**



## Urban Development Component

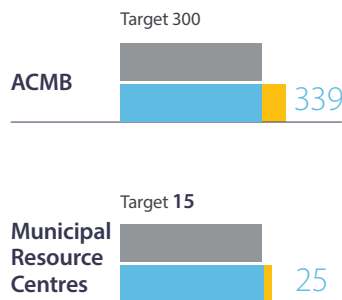
The CBA methodology has been successfully applied in rural areas, and has been formulated to produce community-led development in urban areas as well. Specifically, CBA III helps urban and semi-urban communities of multi-apartment buildings to organized into co-ownership organizations or further develop existing associations (ACMBs), as well as technical assistance to produce development plans and grant applications to implement community, micro-projects. Community mobilization in urban areas begins with housing services, with CBA support primarily focused on community-led management of multi-apartment buildings.

To facilitate the functioning of ACMBs, 25 Municipal Resource Centers were established by various partner city authorities (exceeding the originally planned 15). These resource centers provide premises and an experienced focal person, usually from the city councils' Departments of Economics. Resource centers support ACMBs in urban areas by carrying out local development activities in line with the CBA methodology. Because CBA uses community engagement and a gradual 'handover' process that incrementally engages government and ultimately seeks to and further-provide for lasting results upon CBA departure from the specific community.

**Targets:** 300 ACMBs, up to 15 Municipal Resource Centers, 300 municipal projects

**Results:** Exceeded 339 ACMBs, 25 Municipal Resource Centers, 413 municipal projects

### Progress versus targets







### Achievements 2016:

- + CBA Urban Development reached 12 regions and 25 partner cities;
- + During 2016, 1038 trainings were held on how to practically make use of community mobilization approach to improve living conditions in condominium, bringing the grand total to 1066 since inception. 9,741 people in total participated in the trainings (4,070 men and 5,671 women).
- + An information campaign to increase public awareness on urban development component continued. 3000 copies of urban information posters (covering four different topics on ACMBs development) and 500 urban information boxes were prepared and distributed among 25 partner cities;
- + During the reporting period, 208 micro projects were approved for implementation, making it 413 in total since inception.
- + Total cost of these 208 approved micro-projects was UAH 93.7 million (USD 3.57/EUR 3.18 mil.), shared among the ACMBs (6.5%), CBA (50.1%) and local/regional authorities (43.4%). It proves that cost-sharing from the COs and city authorities was higher than envisaged, thus validating the commitment of the local stakeholders for collective action. In total, 19,574 men, women and children will benefit from this support. Since inception, total cost of 413 approved micro projects is expected to be UAH 155.4 mil. (USD 5.91 / EUR 5.26 mil.). Of them, 6.3 % was collected by ACMBs, 44.1 % was provided by local authorities, 49.7 % was provided by the CBA Project.

### Deliverables: 2016

- + Out of 413 approved micro-projects, 178 micro-projects were completed including public audit. In total, 173 micro-projects were handed over to the object owner.
- + In total, more than 1.5 mil. citizens of Ukraine are confirmed as final beneficiaries.



## Knowledge Management

CBA has developed mechanisms for collection, systematization, and dissemination of its methodology and information/experience gained. To this end, it has established an internal management information system as well it has mobilized its partners. The CBA Project influences national policy development process through its key partners Ukrainian Association of District and Regional Councils (UADRC) and Ukrainian Association of Village and Settlements Councils (UAVSC), and raises public awareness on community mobilization and participatory approach through the Sustainable Development Network of 40 CBA Partner Universities.

**Verifiable Indicator: Knowledge management hub is a fully functioning platform for experience exchange and service provision.**

### Achievements: 2016

- + Policy activities. CBA supported 2 Ukrainian National Associations to strengthen their capacities in policy development and lobbying to influence national policy development process and the decentralisation reform.
- + The UADRC expert group prepared 12 policy recommendations on improvement of legislation in local governance-In total, 5 national round tables were organized on the issues of the reforms of local self-governance and territorial organization of power with the participation of national and local self-government bodies and their associations;
- + Two-day "Cluster trainings" With the CBA support, the UADRC Association organized 4 special two-day "cluster trainings". The trainings were conducted in 4 different regions – Lviv, Kyiv, Odesa and Dnipro, covering all 24 regions of Ukraine by using "cluster" method. As the result, qualification level of more than 250 representatives of local self-governance bodies has been refined;
- + Distance Online Courses: During 2016, in total 10 online distant courses in different aspects of community development were conducted on the UAVSC Knowledge Portal. Designed for local/rayon/regional/national authorities, community leaders and activists to learn about best practices in the area of local self-governance the courses trained 2, 408 people



- + Knowledge Portal: During 2016, the number of portal visitors was 11, 036 (1, 226 web-visitors per month). During 2016 the Knowledge Portal' visitors viewed 69, 207 web-pages in total (7, 690 pages per month);
- + Improvement of legislation in local governance: In 2016 only, the UAVSC Association' expert team provided free legal consultations on decentralization reform and local governance on the Knowledge Portal
- + Information dissemination: Since inception, as media monitoring shows, there were 2, 958 media reports and 1,406 publications on various websites. Furthermore, 8,529 printed and 4, 586 electronic publications were documented.

**Deliverables: 2016**

- + 12 policy recommendations prepared on improvement of legislation in local governance sphere;
- + Around 2,400 persons trained online through 10 distance learning courses in the area of local self-governance and community development;
- + 29 draft laws discussed on decentralization and local self-governance.

## Key Achievements of CBA III in 2016

During 2016, CBA implemented activities in line with AWP 2016. Brief information about the results is given below. Detailed information on implementation is available in subsequent chapters of this report as well as at [www.cba.org.ua](http://www.cba.org.ua).

SN	Activity	Tasks		Achievements			Total
		Unit	Q-ty	2014	2015	2016	
<b>Support to Infrastructural Objects</b>							
1	Partnership agreements signed with regions	No.	24	24	-	-	<b>24</b>
2	Rayons selected & partnership established	No.	200	201	-		<b>201</b>
3	Village/City Councils selected for partnership	No.	1000	631	169	-	<b>800</b>
4	Communities selected for local action	No.	1000	96	721	2	<b>819</b>
5	Community organizations	No.		18	801	-	<b>819</b>
b	Enrolled with VC/CC	No.		-	672	135	<b>807</b>
	Legally registered	No.		-	672	135	<b>807</b>
c	Household participation/membership						
	Target households	No.		8,015	325,232	55,050	<b>388,297</b>
	Participated households	No.		6,201	266,762	50,154	<b>323,117</b>
	CO members (total)	No.		2,374	133,521	33,442	<b>169,337</b>
	CO members – male (%)	%		38	42.5	42	<b>42</b>
	CO members – female (%)	%		62	57.5	58	<b>58</b>
6	Local Development Forums formed	No.	200	75	126		<b>219</b>
	LDF sittings held			-	417	464	<b>881</b>
7	Regional Coordination Councils grafted	No.	24	4	20		<b>24</b>
	RCC meetings held	No.		4	23	24	<b>51</b>
8	Community Resource Centres formed	No.	200	77	124	18	<b>219</b>
9	Community development planning						
a	COs with CDP prepared	No.	800	-	543	231	<b>774</b>
b	CDP approved and mainstreamed	No.	800	-	543	231	<b>774</b>
	Number of trainings	No.			630	1,492	<b>2,122</b>
	Number of participants	No.			3,987	26,887	<b>30,874</b>
	Male	No.			1,660	11,421	<b>13,081</b>
	Female	No.			2,327	15,466	<b>17,793</b>
10	<b>Micro-projects supported (regular)</b>	No.	800		410	12	422
	Energy saving	No.			341	9	<b>350</b>
	Water supply	No.			29	1	<b>30</b>
	Health	No.			40	2	<b>42</b>
	Environment	No.			-	-	-
	Total cost of approved MPPs	mil. UAH			140.7	2.10	<b>142.8</b>

<sup>1</sup> 201 is the number of rayons selected for regular, replication, and energy efficiency components. Separately, 26 rayons were selected for participation in Rural Economic Development component in total the third phase of the CBA. Of these 26 rayons – 8 are also members of other components. Therefore, Project works in 219 rayons.

<sup>2</sup> The CBA Project conduct a series of activities on ensuring replication and sustainability of the community based methodology. In 40 rayon's (additional to the original selected rayon's) the number of village/city councils and communities (5 per rayon on average) were selected. Representatives of these communities and rayon's receive training and non-financial support on replication of the CBA methodology. However, the communities do not implement micro projects with the CBA financial assistance. This explains the discrepancy that might occur between the figures in lines 3-5 (village and city councils/communities) and line 11 (micro projects). A further contributor to the mentioned discrepancy is where communities decide not to implement a micro project based on expectable reasons such as financial constraints or a majority community decision.

<sup>3</sup> The number includes both Local Development Forums established in 201 rayons of the regular quota (regular, replication, energy efficiency components) and 18 non-repetitive rayons participating only in Rural Economic Development component

	Shared by COs	%			5.8	5.8	<b>5.9</b>
	Shared by local, rayon, oblast authorities	%			30.4	30.5	<b>31.6</b>
	Shared by CBA	%			63	63.7	<b>61.7</b>
	Shared by private sponsors	%			0.8	-	<b>0.8</b>
	<b>Micro-projects supported (replication)</b>	No.			16	135	<b>151</b>
	Energy saving	No.			10	113	<b>123</b>
	Water supply	No.			2	14	<b>16</b>
	Health	No.			4	6	<b>10</b>
	Environment	No.			-	2	<b>2</b>
	Total cost of approved MPPs	mil. UAH			3.5	36.8	<b>40.3</b>
	Shared by COs	%			6.2	6.0	<b>6.2</b>
	Shared by local, rayon, oblast authorities	%			43.7	43.8	<b>43.9</b>
	Shared by CBA	%			48.8	48.5	<b>48.2</b>
	Shared by private sponsors	%			1.3	1.7	<b>1.7</b>
	<b>Energy Efficiency</b>	No.			113	87	<b>200</b>
	Total cost of approved MPPs	mil. UAH			41.9	32.4	<b>74.3</b>
	Shared by COs	%			5.6	5.5	<b>5.5</b>
	Shared by local, rayon, oblast authorities	%			28	31.5	<b>31.6</b>
	Shared by CBA	%			66.3	63.0	<b>62.8</b>
	Shared by private sponsors	%			0.1	0	<b>0.1</b>
	<b>Urban Component</b>						
1	Partner cities selected	No.	24	-	25	-	<b>25</b>
2	Partnership agreement with cities signed	No.	24	-	25	-	<b>25</b>
3	ACMBs formed	No.			205	134	<b>339</b>
4	Micro-projects supported	No.		-	205	208	<b>413</b>
	Total cost of approved MPPs	mil. UAH		-	61.7	93.7	<b>155.4</b>
	Shared by ACMBs	%		-	6.8	6.5	<b>6.3</b>
	Shared by local, rayon, oblast authorities	%		-	42.8	43.4	<b>44.1</b>
	Shared by CBA	%		-	50.4	50.1	<b>49.7</b>
	Shared by private sponsors	%		-	0	0	<b>0</b>
	Beneficiary population	No.			56730	1,456,057	<b>1,512,787</b>
	<b>Rural Economic Development</b>						
1	Rayons selection	No.	-	-	26	-	<b>26</b>
2	VC/CC selection	No.		-	47	1	<b>48</b>
3	Cooperatives formed	No.		-	47	1	<b>48</b>
4	Micro-projects supported	No.		-	25	45	<b>70</b>
	Total cost of approved MPPs	mil. UAH		-	16.2	24.4	<b>40.6</b>
	Shared by COs	%		-	17	17.1	<b>17.1</b>
	Shared by local, rayon, oblast authorities	%		-	5.6	5.3	<b>5.2</b>
	Shared by CBA	%		-	77	77.4	<b>77.5</b>
	Shared by private sponsors	%		-	0.4	0.2	<b>0.2</b>
	Beneficiary population	No.		-	9636	19,574	<b>29,210</b>
	<b>Media coverage</b>						
1	Media coverage	No.		795	965	1198	<b>2958</b>
2	Publications (web sites)	No.		277	570	559	<b>1406</b>



# 02

# Sustainable Socio-Economic Development at the Local Level

In its third phase, CBA strengthens the capacities of regional and local authorities to practice participatory governance, as well as promote community-based approach across the country. CBA III activities focus on rehabilitating basic social and communal infrastructure and will encompass improved delivery of key communal services at local level including in the areas of health, energy efficiency, water supply and environment. CBA III nurtures the methodology of community-based local sustainable development that was introduced during the first and second phases of the Project.

CBA III builds on the experience, network and momentum of CBA I & II to deliver the critical ‘wins’ in project implementation that are critical at the local level, amidst the greater decentralization process of Ukraine. Details are described in the following sections and on [www.cba.org.ua](http://www.cba.org.ua).

# Activities carried out during 2016

## Activity 1

### Establishment of partnership at local level

#### Progress versus targets

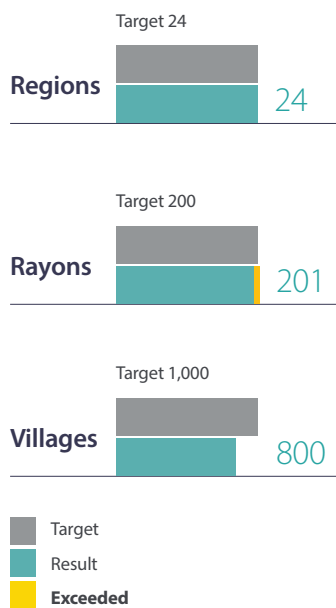


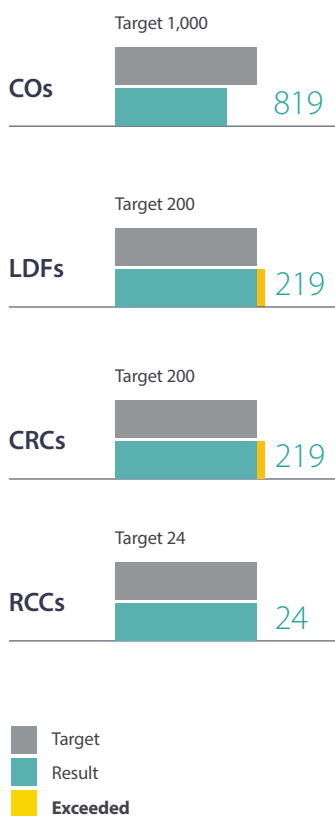
Table – I: Partnership Establishment

SN	Activity	Unit	2014	2015	2016	Total
1	MoU signed with regional authorities	No.	24	-	-	24
2	Rayon level partnership					
a	Rayons selected	No.	201	-	-	201
3	Local council level partnership					
a	Village councils selected	No.	631	169	-	800

# Activity 2

## Formation of local support structures

### Progress versus targets



### 2.2 Developing Support Structures

Establishing a support structures is one of most important important elements of the community-based approach methodology. Appropriate support structures are developed for participatory decision-making and monitoring at all levels of project implementation. Key support structures include the Community Organisation (CO) at local level, Local Development Forum (LDF) and Community Resource Centre at rayon level, Regional Coordination Council (RCC) and Community Resource Centre at regional level.

#### 2.2.1 Community Organisation Development

Community Organisations (CO) form the foundation for a community-based approach. Specifically, they empower community members by providing a semi-structured method for their own realization of 'owning' their community through collective action. Simultaneously, because this activation of the community is specifically facilitated by UNDP in a positive setting with local authorities, it encourages increased participation of local authorities. This is a critical step for every individual community, as it provides a positive 'departure point' for reciprocity between communities and officials, to begin proliferating social trust and social capital.

To develop a CO, a community is selected through an open and transparent competition. Criteria for the competition are quantified by hardship facing the community and the readiness of the community to both cooperate with each other to jointly address said hardships, as well as engage with local authorities. Once selected, community members undergo a series of capacity buildings including motivational seminars, 'showcases' of successful projects in other communities, trainings on recent decentralization reforms, and contemporary legal developments in Ukraine and abroad. At this stage, the main objective is to empower individuals, often with low levels of self-perceived ability to influence their society, to become agents of change. This sets the stage to form an organized CO complete with internal structure, procedures, and regulations. The transformation from 'citizen' to 'community member' compounds continuously to install ownership at the CO-level, and ensures successful (and transparent) implementation of community initiatives.

During the reporting period, the actual participation of households turned out to be 83.2%. Representation of women in total CO membership was 58%. Since inception, 819 community organizations have been established or grafted, out of which 807 got legal status. 169,337 persons representing 323,117 households joined the COs as members.



**Table – II: Formation of Community Organizations**

SN	Activity	Unit	2014	2015	2016	Total
1	Communities selected	No.	96	721	-	817
2	No. of COs formed/grafted	No.	18	801		819
	No. of COs legally registered	No.	-	672	135	807
3	<b>Household participation</b>			<b>672</b>	<b>135</b>	<b>807</b>
	Target households	No.	8,015	325,232	55,050	388,297
	Participated households	No.	6,201	266,762	50,154	323,117
4	<b>Membership</b>	<b>No.</b>	<b>2,374</b>	<b>133,521</b>	<b>33,442</b>	<b>169,337</b>
	Male	%	38	42.5	42	42
	Female	%	62	57.5	58	58

COs are required to obtain legal registration to qualify both for funds from local governments, as well as the ability to implement them. Roughly 97 % of COs preferred to register as a public organisation, while some preferred to be registered as other legal entities of the community-the majority choosing, 'Bodies of Self-Organisation of the Population' or BSPs. (see Table III).

**Table – III: Legal Form of COs\***

Legal form	Unit	2014	2015	2016	Total	%
ACMB	No.	-	0	0	0	0
Community Organization	No.	-	650	134	784	97
BSP	No.	-	21	1	22	2.9
Cooperatives	No.	-	1	0	1	0.1
Other	No.	-	0	0	0	0
<b>Total</b>		<b>0</b>	<b>672</b>	<b>135</b>	<b>807</b>	<b>100.0</b>

<sup>3</sup> COs with which MoUs were signed but for various reasons they either terminated agreement, or quota was not allocated

<sup>4</sup> The number includes both local development forums (LDF) established in 201 rayons of the regular quota (regular, replication, energy efficiency components) and 18 non-repetitive rayons participating only in Rural Economic Development component (RED).

## 2.2.2 Establishing Local Development Forums

Local Development Forums (LDF) are created at the rayon level with the specific objective of facilitating dialogue between oblast and rayon authorities and communities for promoting community-driven local development and for coordination, planning and decision-making at local level. Usually, an LDF consists of an RSA and RC heads, heads of village/city councils, and heads of relevant departments in RSA/RC, representatives (focal person) of oblast authorities, and heads of CBA/COs.

**Table – IV: Formation and Sitzings of LDFs <sup>5</sup>**

	2014	2015	2016	Total
LDFs established	75	126	18	219
No. of sittings held	-	417	464	881

\*. Region-wise details in Annex – II (A), II (B)

## 2.2.3 Regional Coordination Councils

The Regional Coordination Council (RCC) is created at the region level with an aim to coordinate and facilitate financing of micro-projects. The RCC serves to disseminate information about the Project among officials, monitor Project activity in the region, and provide consultations on strategic issues of micro-project implementation. An RCC is chaired by Deputy Head of Oblast State Administration or Deputy Head of Oblast Council and consists of representatives of rayon administration/council heads, appropriate departments of OSA/OC, selected village/city council heads, COs, NGOs and private sector.

During the third phase of CBA project, all 24 RCCs were reconstituted. During 2016, RCCs met 24 times (See Table V). Since inception, RCCs met 51 times to review the CBA implementation in the region and to decide upon various issues, including speeding up the project implementation, CBA replication, participation in the energy efficiency and rural economic development components, development/approval of appropriate socio-economic programmes.

**Table – V: Grafting and Sitzings of RCCs (Target – 24 RCCs)**

	2014	2015	2016	Total
RCCs grafted	4	20	-	24
Sittings held	4	23	24	51

\*. \* Region-wise details in Annex – II (A), II (B)

### 2.2.4 Community Resource Centres

To facilitate the functioning of LDFs and RCCs, a Community Resource Centre is established by the partner rayon authorities and regional authorities. For this purpose, they provide premises and depute a focal person. CBA provides logistic facilities as necessary and trains the focal persons. Resource centres are also important in that they support non-CBA communities in carrying out local development activities in line with CBA methodology – something sought valuable from the perspective of methodology replication.

Since 2014, CBA has established Community Resource Centres in 24 regions and 219 rayons. In the regions, resource centres are managed by community development officers (CBA-staff) with the support of deputed personnel of the regional authorities. In the rayons, resource centres are managed by an official deputy, nominated by rayon leadership. The resource centres are also provided with premises, equipment and logistical support by the regional/rayon authorities.

Resource centres established within CBA II are used for CBA III with necessary adjustments. The established regional community centres under CBA-II are expected to serve as Community Resource Centres for CBA III at the regional level with necessary technical support provided.

**Table VI – Creation of Resource Centres**

	Level of Resource Centre	Target	2014	2015	2016	Total
1	Regional Community Resource Centres	24	24	0	0	24
2	Rayon Community Resource Centres	200	124	77	18	219 <sup>6</sup>

<sup>5</sup> The number includes both LDF established in 201 rayons of the regular quota (regular, replication, energy efficiency components) and 18 non-repetitive rayons participating only in Rural Economic Development component.

<sup>6</sup> Community resource centers were created in all rayons (201 rayons of regular, replication and energy efficiency quotas and 18 rayons for rural economic development component)

Total number of trainings in 2016



1,492

Total participants



11,421  
men



15,466  
women

## Activity 3

Building capacities of local stakeholders (community members, civil servants and elected authorities) on community-based local development

### 2.3 Capacity Building

Local communities, local authorities and other partners require capacity building support to be able to adopt and practice the approach promoted by the Project. Capacity building involves such activities as training and exposure visits.

During 2016, a record 1,492 capacity building events were held, bringing the CBA grand total to 2,122 in total since inception.

In total, 11,421 men and 15,466 women participated in these training sessions. Through these events, participants were trained in core skills of sustainable local development, community-based approach, strategic planning, fiscal decentralization, participatory planning process, innovative technology for energy saving, micro-project implementation process, and sustainable service delivery (Table – VII).

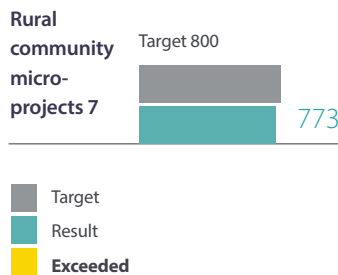
Table – VII: Training Organised

	2014	2015	2016	Total
No. of training sessions	-	630	1492	2122
Participants	-	3,987	31,131	35,118
Male	-	1,660	11,421	13,081
Female	-	2327	15,466	17,793

# Activity 4

## Implementation of community-led micro-projects

### Progress versus targets



### 2.4 Micro-Project Implementation

The CBA methodology uses the micro-project and granting process as more than project-based funding opportunity. Rather, this is also a tool to build capacity of local authorities and local communities to jointly plan and implement a project to improve living conditions in their community, in a sustainable way. The implementation process nurtures good governance and compliments addressing critical global and national issues. The CBA supports implementation of local priorities termed as ‘micro-projects’ through small grants based on equity, feasibility, sustainability and cost-sharing criteria.

Micro-project implementation is completed, as described below, in 4 steps: planning, approval, implementation and sustainability arrangement.

#### 2.4.1 Planning, Prioritization and Mainstreaming

Through participatory planning process, the CO members identify problems of their community they want to solve and prioritize them based on such criteria as intensity of need, feasibility (the micro-project is simple enough to be implemented within capacity of the CO members), resource availability (willingness of donors, community members and local authorities to support the priority), sustainability (the beneficiary community should be able to sustain the object/services created). Result is a community development plan (CDP), which is in form of concept proposal. Upon its approval by village/city councils, it is submitted to the LDF for review and approval. CDPs from various communities are debated at the LDF meeting and most appropriate plans are approved along with recommendations for rayon budget allocation. Often CDP emerges based on the individual needs expressed by the majority of the members. CDPs usually include local priorities for improvement of basic services / social, economic or environmental infrastructure.

**Table – VIII: Community Development Plans <sup>8</sup>**

	Details	Unit	2014	2015	2016	Total
1	CDPs developed/granted	No.	-	543	231	774
2	CDPs approved at VC/CC	No.	-	543	231	774
3	CDPs approved at LDF	No.	-	543	231	774

During 2016, 231 COs developed their plans, all of which were approved by local councils and LDF meetings. In total, since inception 774 COs developed their community plans.

<sup>7</sup> 773 is the number of approved micro projects within the regular, replication and energy efficiency component. 70 micro projects were approved as a part of Rural Economic Development component. In total, this provides 843 rural communities micro projects.

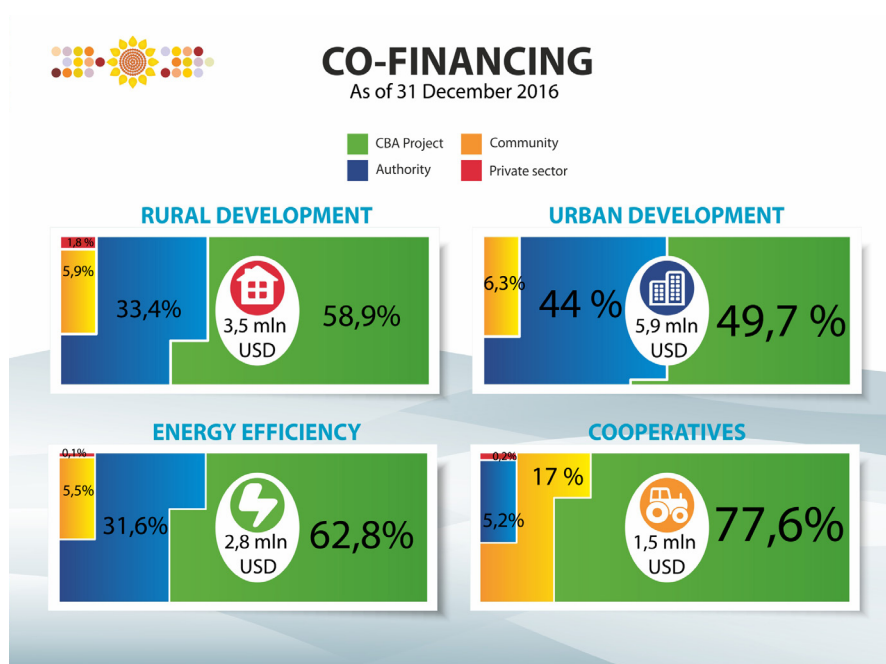
## 2.4.2 Micro-Project Support

Support to infrastructural objects includes micro-projects of three types depending on the form of cost-sharing: regular, replication, and energy efficiency. Micro-projects of the regular type assume 5% of total project cost provided by a community organization, 20% comes from the budget (local, rayon, oblast), and 75% is provided by CBA. Micro-projects under the replication type assume 5% collected by a CO, 30% provided from local budgets, and 65% provided by the CBA Project. Energy efficiency micro-projects employs the following cost-sharing scheme: 5% by CO, 20% by local budget and 75% by the CBA Project.

## 2.4.3 Approval of Micro-Project Proposals

Following approval of the plan at the LDF, a CO prepares a micro-project proposal and submits it to the CBA central office for appraisal and approval. A typical proposal includes a set of documents such as technical documentation, cost estimates with proposed cost-sharing, commitment letter from stakeholders, protocols of decisions made at various points of time, legal registration of the CO, bank confirmation, micro-project proposal, result of participatory assessment and/or maturity index, and a required sustainability mechanism. By design, the CO leaders and members go through a rigorous learning curve by handling this process while preparing technical documentation and a micro-project proposal.

The CBA central office appraises the proposals submitted by COs through OIUs and approves them, should they meet the requirements. The micro-projects that meet the formal criteria are submitted to the UNDP country office for approval. The COs that received funding under CBA-I and/or CBA-II project and wish to apply to a grant under CBA III will have to prove having a maintenance mechanism for already completed micro-projects and will have to act as a demonstration site for the rest of the project communities.



<sup>8</sup> Here only actual community organizations with community development plans are mentioned. Those community organizations that prepared community development plans but terminated the partnership with the CBA Project are not included into this number

## Regular Component:

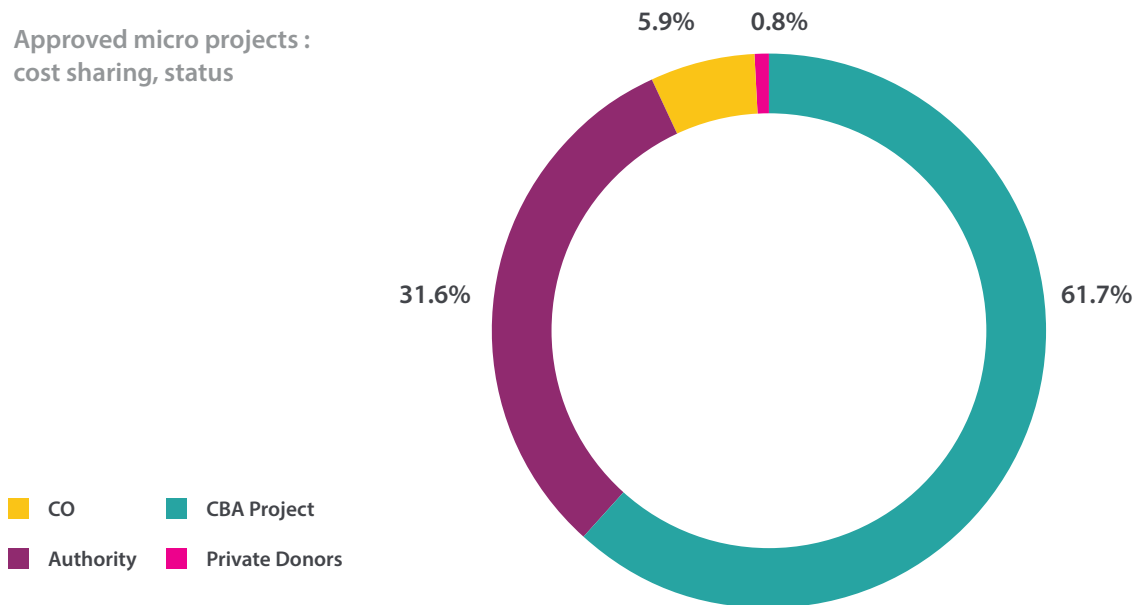
During the reporting period, 12 MPPs were approved by CBA III, making it 422 since inception. Total cost of these 12 approved micro-projects was UAH 2.1 million (USD), shared among the COs (5.8 %), CBA (63.7 %) and local/regional authorities (30.5%). It proves that cost-sharing from the COs, local authorities and private sponsors was higher than envisaged, thus validating the commitment of local stakeholders for collective action. In total, 350 micro- projects were devoted to energy saving, 42 to health posts, 30 to water supply systems. In total, since inception, total cost of 422 micro- projects is expected to be UAH 142.8 mil. (USD mil. 5.44). Of them, 5.9 % was collected by COs, 31.6% were provided from local budget, 61.7% - part provided by the CBA Project, and 0.8% was given by private sponsors.

Out of 422 approved micro-projects, 215 micro-projects got completed including public audit before handing over the object to the owner, and 207 are still under implementation. In total, 211 micro-projects were handed over to the object owner. The rest of approved micro projects are still under the process of implementation and will be completed till the end of the project.



<sup>7</sup> 773 is the number of approved micro projects within the regular, replication and energy efficiency component. 70 micro projects were approved as a part of Rural Economic Development component. In total, this provides 843 rural communities micro projects.

### Approved micro projects : cost sharing, status



### Methodology Replication:

CBA III focuses on the practice of 'internalization' of the community-based approach for local authorities. Taking this into consideration, a replication modality of support prevails and foresees a stronger role of local governments in community mobilization process and decreasing the CBA share in the total cost of community micro-projects. Besides, technical support is provided to those regional/rayon authorities that are interested in applying the community-based development methodology outside the CBA project territories.

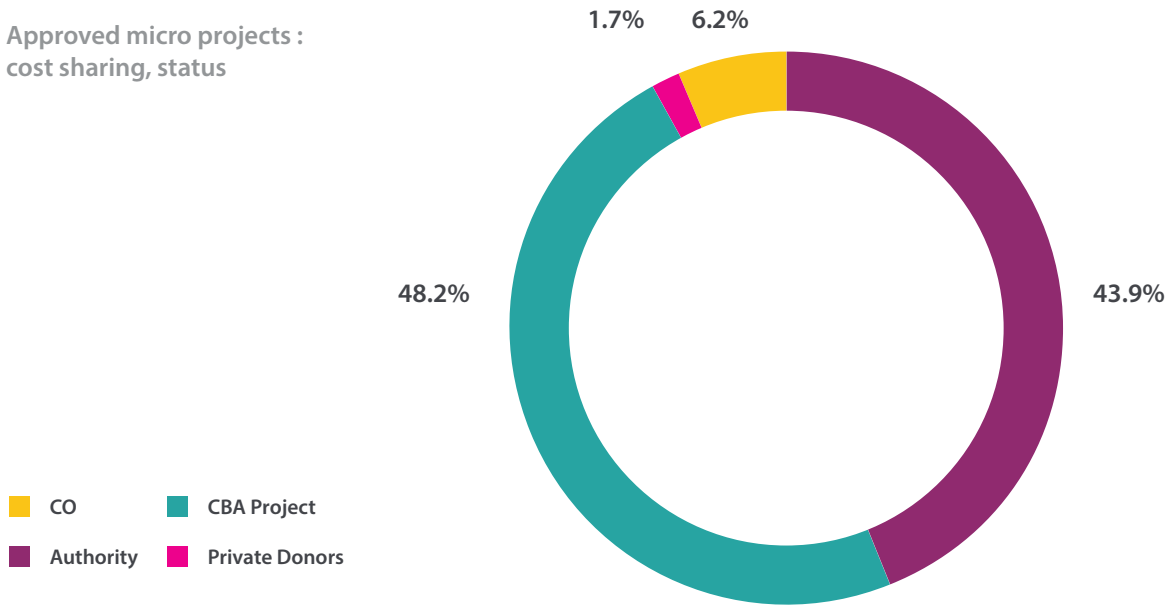
The micro-project support in methodology replication entails a series of steps, namely preparation of community development plan; mainstreaming community plan through approval at LDFs; preparation of technical documents; submitting micro-project proposal; review and approval of micro-project proposal by the CBA; signing of grant agreement; implementation of a micro-project; quality supervision; commissioning and handover and sustainability arrangement.

During the reporting period, 135 micro-projects on replication were supported by the CBA III, making it 151 in total since inception. The total cost of these 135 micro-projects was UAH 36.8 million (USD 1.40 / EUR 1.25 ths), shared by the COs (6%), local budget (43.8%), CBA (48.5%), private donors (1.7%). These micro-projects were focused on energy saving (113), health (6), water supply (14) and environment (2). Since inception, 123 of the micro-projects are focused on energy saving, health protection (10), water supply (16) and environment (2). Since inception, total cost of 151 micro projects is expected to be UAH 40.3 mil. (USD 1.54/ EUR 1.37). Of them, 6.2% was collected by COs, 43.9% were provided from local budget, 48.2% - part provided by the CBA Project, and 1.7% was given by private sponsors.

Out of 151 approved micro-projects, 37 micro-projects got completed, underwent public audit before handing over the object to the owner. In total, 35 micro-projects were handed over to the object owner.



Approved micro projects : cost sharing, status



**Energy Efficiency:**

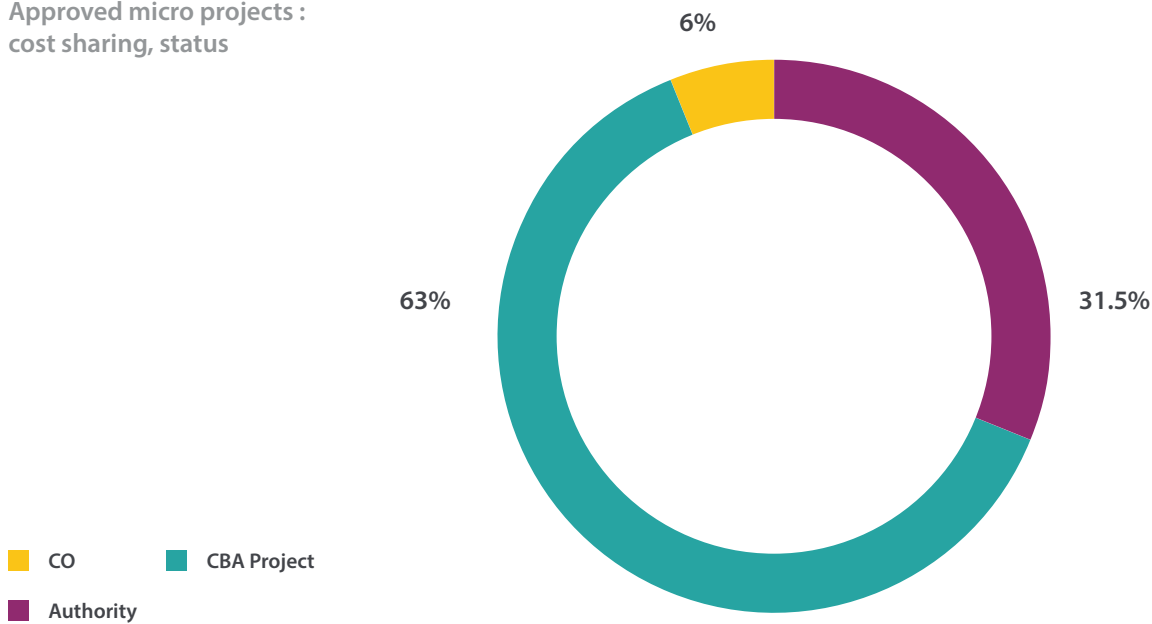
The overall objective of the Energy Efficiency (EE) component of CBA III is to enhance local capacity by enabling citizens and local authorities to learn about energy efficient technologies and how to use them to solve energy problems in a sustainable way. This is to be achieved through (a) support to 300 innovative micro-projects on energy efficiency based on the introduction of micro-scale innovative technology and renewable energy sources to reduce energy loss and diversify energy sources; (b) awareness raising campaigns reaching 10,000 members of community organizations on energy efficiency to ensure increased public awareness at local level on energy saving options.

During the implementation process of CBA III, all regional authorities were invited to participate in the competition for energy efficiency component. The competition was based on criteria such as the level of diversification of renewable energy sources; degree of CO2 emission per capita; level of commitment of the regional authorities to promote and support energy efficiency in rural area (including through renewable energy sources); level of implementation of such plans under this programme so far; level of technical capacity (expertise) of the regional authority to pursue energy efficiency vision; availability of analysis of local/renewable energy sources appropriate for rural areas; availability of the list of budget objects with technical and maintenance information, and performance of the region in implementing the CBA methodology.

During the reporting period, 87 micro-projects on energy efficiency were supported by CBA, making it 200 in total since inception. Total cost of these 87 micro-projects was UAH 32.4 million (USD 1.24 / EUR 1.11) shared by the COs (5.5%), local budget (31.5%), CBA (63%). Community territories and schools/kindergartens were the main recipients of micro-projects support. Since inception, total cost of 200 micro projects is expected to be UAH 74.3 mil. (USD 2.83 / EUR 2.52 mil.). Of them, 5.5% was collected by COs, 31.6% were provided from local budget, 62.8% - part provided by the CBA Project, and 0.1% was given by private sponsors. In total, 223,753 men, women and children are expected to benefit from 200 micro-projects directly or indirectly.

Out of 200 approved micro-projects, 113 micro-projects got completed, underwent public audit before handing over the object to the owner. In total, 49 micro-projects were handed over to the object owner.

Approved micro projects : cost sharing, status

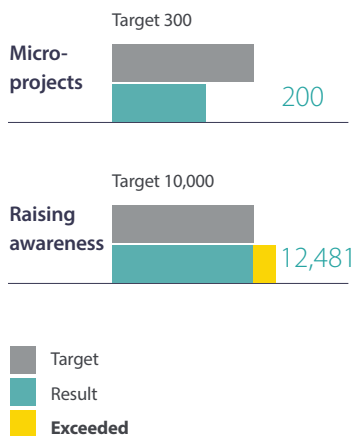


### Capacity Building

CO members and local/regional authorities participated in trainings/exposures to acquire the skills needed to understand the concept of energy efficiency and implement various aspects of this vision.

Specifically, it included topics on energy efficiency, technologies available to enhance efficiency, renewable energy sources, energy planning, the CBA methodology to implement EE micro-projects, etc.

Progress versus targets



### Raising Public Awareness on Energy Efficiency

The direct result of energy efficiency measures is a significant reduction in energy bills, reduced pollution, improved health, and a conducive learning environment for aspects of public safety. After implementation of energy efficiency initiatives, the temperature regime in the target areas significantly improved. Thanks to the implementation of energy efficient initiatives, in some cases communities' savings on bills and energy resources were around 10 – 20 % (heating modernization and doors and windows replacement microprojects) and up to 100 % (solar panels installation for streetlighting).

During 2016, various activities on raising public awareness of energy efficiency were undertaken. In the framework of these events, the CBA communities, local councils, rayon authorities and regional authorities were informed again about the necessity and measures of raising energy efficiency. In total, since the beginning of CBA III awareness raising campaign already reached 12,481 members of community organizations and local authorities on energy efficiency to ensure increased public awareness at local level on energy saving options.

In terms of raising public awareness on energy efficiency, the joint EU/UNDP Project supported contests of children's drawings on the theme of energy efficiency in all oblasts of Ukraine. Regional contests were conducted in March – June 2016. In each oblast, independent committees voted for the best pictures. This event helped to raise children's awareness on the problem of energy efficiency, how alternative energy resources can be used in everyday life. In these pictures children showed their creative solutions: how energy saving and energy efficiency can be solved, and further why it's so important to use green energy to save the planet. Best pictures were popularized through social media and used as cover pictures in publications.

**“We were always concerned about the temperature in the school. Thanks to the CBA Project, school classes where children spend the most of the day became warmer. It also influenced children's health, they catch cold more rarely than before the implementation of the microproject.”**

Valentyna Korniychuk, community member of village Myslyatyn, Khmelnytsky region.

On 10 June 2016, the series of workshops on planning and implementation of energy efficiency measures for energy saving and energy audit in residential houses also took place in the towns of Nizhyn and Pryluky, Chernihiv region by CBA.

Participants were representatives of associations of co-owners of multi-apartment buildings, civic organizations, local self-governance bodies, and construction companies. They learned about the integration of energy saving and energy efficiency measures in the framework of the CBA-backed community initiatives and best practices of alternative energy sources application. It's yet another event co-organized by the CBA project coordinators in Chernihiv region, along with CBA Partner University, Chernihiv National Technologic University. Trainers of the workshop included Prof. Oleksandr Veligorskyi, Head of the Department of biomedical, radio electronic devices and systems, and Prof. Serhiy Ivanetsm, Dean of the Faculty of electronic and information technologies. This combination of scholars and practitioners in one audience provided for a fruitful discussion on practical measures and strategic goals of energy saving and energy efficiency.





### 2.4.4 Implementation of Micro-Project

Approval of micro-project proposals is followed by a series of steps, designed to achieve the intended results. CO members are informed about the approval of their proposal and the terms of the grant agreement. The signing of the grant agreement by the responsible CO official often takes place during the general meeting. It develops a strong sense of ownership and accountability among the CO-members regarding resource utilization and timely completion of the work.

Grant agreements enable COs to receive funding from CBA. COs form a functional group and a tender committee, and then formally announce a tender for selection of contractor. The best bid is chosen by the CO and contract is signed for implementation of the micro-project. As the implementation proceeds, quality supervision committee monitors the works from time to time. Based on the work completion, reporting and verification, total grant amount is released in three tranches.

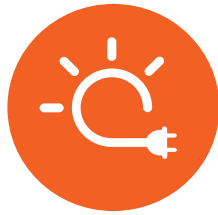
CO-members contribute their part of the share in advance of gradually during the implementation. Other contributors (local authorities, private sponsors) provide their share in a parallel modality in general. As indicated in Table – IX, 773 micro-projects were initiated by end of 2016.

**Table- IX: Implementation of Micro-Projects**

	2014	2015	2016	Total
<b>Micro-projects supported (regular)</b>		<b>410</b>	<b>12</b>	<b>422</b>
Energy saving		341	9	350
Water supply		29	1	30
Health		40	2	42
Environment		-	-	-
<b>Micro-projects supported (replication)</b>		<b>16</b>	<b>135</b>	<b>151</b>
Energy saving		10	113	123
Water supply		2	14	16
Health		4	6	10
Environment		-	2	2
<b>Energy Efficiency</b>		<b>113</b>	<b>87</b>	<b>200</b>
<b>Total</b>		<b>543</b>	<b>230</b>	<b>773</b>



"This winter, their children did not need extra socks and sweaters. Thanks to energy saving measures, not only is the school warmer and the children happier, but energy bills have decreased and along with the environmental impact of the heating system..."



## Time for change: energy efficiency initiative melts the skepticism of a village community in Mykolaiv region

In Chornomorka, a small village in the Ochakiv region, inhabitants had waited for a renovation of the local kindergarten for a long time: its premises were too cold and every winter the children suffered. This meant lost school days, sick children, and problems for parents as they struggled to cope. But, in the fall of 2015 with help from CBA, they created a community organization called, "Chornomorochka" and developed a proposal for a micro-project to keep the cold out. CBA supported the renovation project, with the caveat that local authorities would also contribute. In 2016, villagers could see the results after the kindergarten's façade was finally insulated with mineral wool plates. The cost of the renovation had been partly covered by local fundraising from the villagers (1,100 USD), from the Chornomorka village council (10,000 USD) and partly by the EU/UNDP local development initiative (8,000 USD).

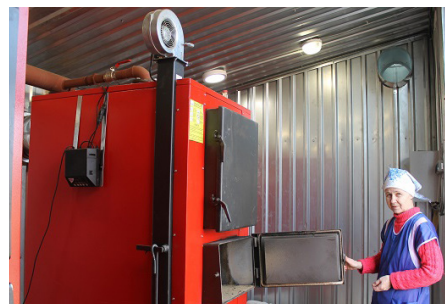
Now all families of the community association feel they have a stake in the local kindergarten, that they helped renovate. This winter, their children did not need extra socks and sweaters. Thanks to energy saving measures, not only is the school warmer and the children happier, but energy bills have decreased and along with the environmental impact of the heating system.

But perhaps most valuable was the experience people gained during all phases of realizing a micro-project. People learned how to register community organization, conduct tenders and monitor quality of works. In short they learned how to make decentralization work for them, and that they can be the agents of change to make a difference in their community.



“The upgraded heating system allowed stabile heat delivery in the whole school building...”





## Village school in Dnipropetrovsk region takes the biomass route

Alternative energy technologies are often associated with high-tech enterprises or scientific projects-but they can actually be applied anywhere, for example in public schools! The Kamyanetska village school, Dnepropetrovsk region, had its moment of fame when information about installation of a new biomass heating system in the school was aired in the local news.

The school is relatively new, built in 1994-but the engineering gaps became noticeable soon after construction: some rooms were heated well while others remained cold. The school management was looking for a way to fix this problem but had no funds to completely reconstruct the heating system. The solution was found when the local community decided to participate in the CBA project. After a formal application process and expert evaluation, it was recommended to install biomass boilers to ensure balanced heating of all classrooms. The Total cost of this project is 495 767 Hryvnias was funded by multiple stakeholders. From UNDP/EU (UAH 12,970), community contribution (UAH 24,755), from regional budget (UAH 25,067) and rayon budget (UAH 32,975).

Two biomass boilers have been installed in the school, running on wood pellets. "This (new) boiler is now the main source, and the gas boiler house functions as a back-up system. If we run out of pellets, a gas boiler switches on automatically and continues heating the school. This project has a real social importance," the school administrative manager tells us

The upgraded heating system allowed stable heat delivery in the whole school building. In addition to installation of biomass boilers, 88 windows and entrance doors at the school were also replaced. As a result, temperature in the classrooms increased by 3-4 degrees. The schools' energy bills were cut in half. To ensure the heat stays on, the Prydniprovsk village council decided to allocate funds for procurement of wood pellets for Kamyanetska village school-the majority of the pellets are locally produced.

At the moment, there are 268 children studying the Kamyanetske village school, including children from the neighboring villages and smaller settlements who get here by bus. The warmth allowed the school to be open all day, allowing for the creation of a Center for Children's Creative Activities and Sport Clubs in the building.





---

# 03

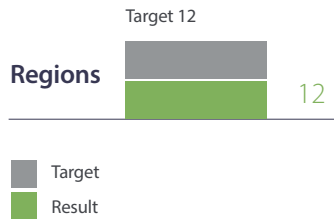
# Rural Economic Development

Rural Economic Development (RED) component aims to pilot community-based approach to agricultural service cooperatives development and creation of opportunity for employment and income among rural poor people. The pilot of CBA-II has showed promising results and there is a demand for more CBA III type cooperatives in the regions. More information can be found below and at the website [www.cba.org.ua](http://www.cba.org.ua).

# Activity 5

## Promoting farm and non-farm micro and small business development

### Progress versus targets



**During the Third Phase of CBA, the RED Component further fosters activities and economic development in rural areas.** Pilot areas of CBA-II were further expanded and the role/contribution of local authorities was concretely defined from a long-term perspective of cooperation with support from national programmes and cooperatives. The promotion of organised community cooperatives and other associations and groups of small farmers provides opportunities for income generation and employment creation, and in general a chance to improve the quality of life and autonomy of people in rural areas. Training, advisory services and small grants were provided to rural communities willing to establish cooperatives in order to support small economic initiatives.





### 3.1 Area Selection

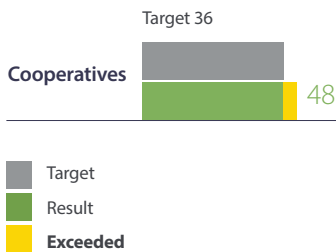
**Establishing a support structures is one of the important elements of the community-based approach methodology.** Appropriate support structures are developed for participatory decision-making and monitoring at all levels of project implementation. Key support structures include the Community Organisation (CO) at local level, Local Development Forum (LDF) and Community Resource Centre at rayon level, Regional Coordination Council (RCC) and Community Resource Centre at regional level.

CBA III expanded RED from 8 regions (in the CBA II) to 12, demonstrating the effectiveness of CBA-type cooperatives in improving unemployment and reducing poverty in rural Ukraine. In addition, the CBA III awareness-raising campaign was conducted at each level of intervention. The campaign promotes forming community cooperatives, including the launch of components at the regional level, distribution of leaflets, dissemination through local media and sites of the partners. The awareness agenda included results achieved by CBA-II in 8 pilot regions, information on possible support that CBA III provides, and the potential of improving rural income/employment through cooperation and terms of partnership.

At the end of 2015, in total 12 oblasts, 26 rayons and 47 village councils were competitively selected for participation in RED component of the CBA III. Criteria such as the level of agricultural activities, rural unemployment, poverty, accessibility to cooperatives, commitment of the authorities to co-finance the activity and facilitate the promotion of cooperative, and performance in implementing the CBA methodology (regular, replication, energy efficiency, rural economic component) during CBA-I and CBA-II were used for the competition.

### 3.2 Cooperative Development

#### Progress versus targets



**Target households were mobilised to form multi-functional, non-profit agricultural service cooperatives (ASCs) under the current legislative framework and registration procedure.** CBA supported the ASC members for development of appropriate statutes and internal rules; formation of management board and executive body and facilitate the process of registration.

If the selected community already had an existing multi-functional non-profit ASC and the target households are willing to continue with it, then a process of grafting is applied to adopt the existing ASC with introduction of necessary changes such that the ASC will function in line with the CBA approach.

As of the end of the 2016, the target was exceeded to 48 officially registered cooperatives.

### 3.3 Micro-Project Implementation

Each economic development activity under the RED component was implemented by a functional group within the cooperative. Per CBA methodology, each cooperative establishes a 'functional group' which consists of the head of the cooperative, treasurer, secretary and additional stakeholders. This encourages ownership at the individual level, i.e. all cooperative members are involved to some degree of management, for a specific activity. Under guidance and training provided by the Project, the functional group developed necessary business plan and technical documentation. ASCs submitted their micro-project proposals to the CBA with necessary documents and evidence of resource availability. The CBA provides grants through direct transfer to the accounts of the ASCs whereas support from local authorities and other sponsors may be in the form of parallel funding or direct funding as per the situation.

The ASCs implement the micro-projects under the framework of UNDP financial procedures. It selects vendor/service providers through transparent bidding processes and completes the work under a contractual arrangement. A quality supervision committee is established to monitor the implementation process. The ASCs also place EU and UNDP logos in line with policies to ensure proper visibility of the donor of micro-project implementation, the ASCs establish temporary visibility while a permanent visibility is made upon completion of the micro-project.



22 0

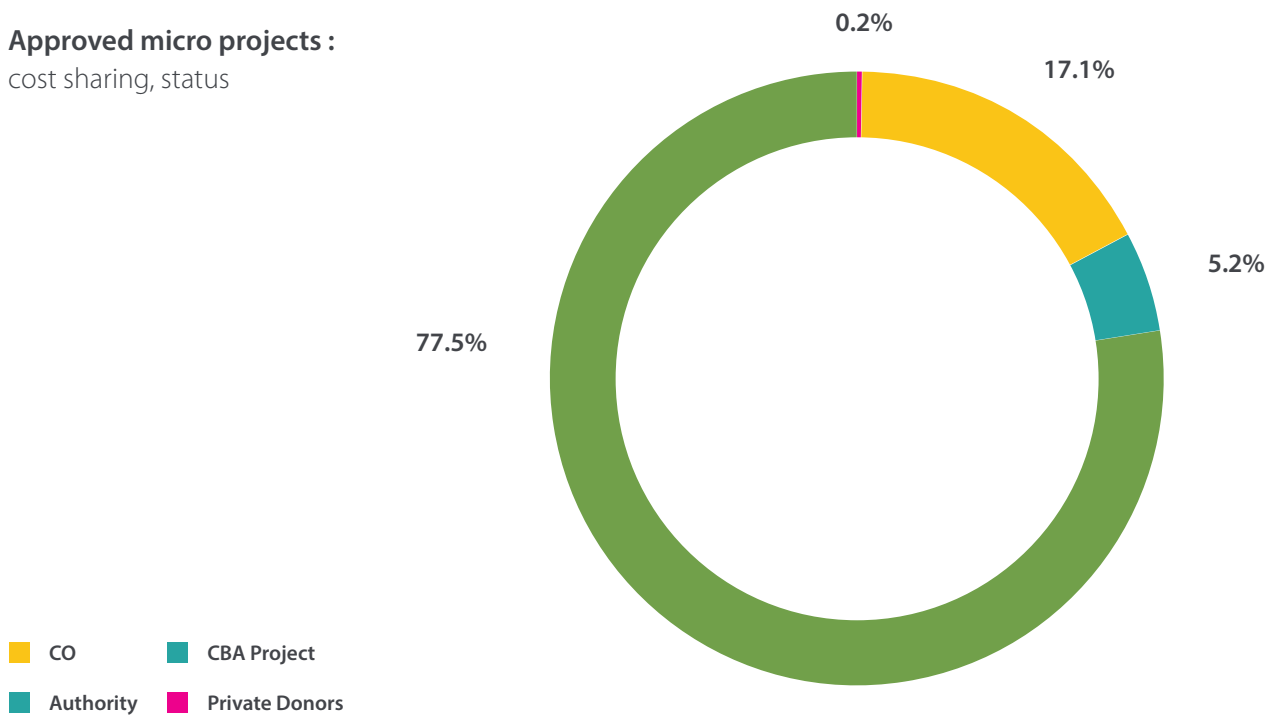


CBA cluster trainings for agricultural cooperatives in Mykolaiv teach members how to reach new markets, one seed at a time.

During 2016, 45 Micro Project Proposals were approved by CBA III, making it 70 in total since inception. Total cost of these 45 approved micro-projects is UAH 24,4 mil. (USD 930/ € 830k), allocated by the COs (17.1%), CBA (77.4%), local/regional authorities (5.3%) and private sponsors (0.2%). It reflects local cost-sharing envisioned from the COs and local authorities, thus validating the commitment of the local stakeholders for joint action. Since inception, total cost of 70 micro projects is expected to be UAH 40.6 mil. (USD 1.55 / EUR 1.38 mil.). Of them, 17.1% was collected by COs, 5.2% were provided from local budget, 77.5% - part provided by the CBA Project, and 0.2 % was given by private sponsors. In total, 29, 210 men, women and children are expected to benefit from 70 micro-projects directly or indirectly.

Out of 70 initiated micro-projects, 36 micro-projects got completed, underwent public audit before handing over the object to the owner. In total, 35 micro-projects were handed over to the object owner.

**Approved micro projects :**  
cost sharing, status





Workshop participants from

## 12 regions

Vinnytsya  
Volyn  
Zaporizhya  
Kirovohrad  
Mykolaiv  
Odesa  
Sumy  
Ternopil  
Kherson  
Khmelnysky  
Chernivtsi  
Cherkasy

## Capacity Building

CBA III provides logistical support to ASCs and assists in establishing and managing information centres that allow ASC members to receive the newest information on production and processing technologies, and marketing. The project promotes ASC cooperation with village councils, rayon authorities and private firms (e.g., dairy plants, fruit/vegetable processing plants). Such cooperation allows ASCs to build additional capacity for mobilizing organizational, financial and technical support in the future.

### Examples of CBA Capacity Building:

On 15 and 18 January, 2016, grassroots training sessions on bookkeeping specifically for agricultural cooperatives took place in Negrygailivsky and Glukhivsky rayon in Sumska oblast, organized by CBA. The target audience for this training were accountants, representatives of local, self-governance bodies as well as the treasury and cooperative members. The participants had an opportunity to ask questions and get a deeper grasp of the recent changes in tax legislation, requirements to accounting record keeping, and filling out quarter reports. With support from a CBA trainer, the participants developed a form for calculation of service charges.

On 23-25 February 2016, a regional capacity building workshop for the representatives of agricultural cooperatives was organized in Zaporizhya by CBA. The event was facilitated by Olena Ruditch, CBA Communities Development Specialist, and Oleksandr Radionov, CBA Agri-business Expert. Workshop participants from 12 regions (Vinnytsya, Volyn, Zaporizhya, Kirovohrad, Mykolaiv, Odesa, Sumy, Ternopil, Kherson, Khmelnytsky, Chernivtsi, Cherkasy) learnt about different aspects of cooperative activities. In particular, they were introduced to CBA methodology related to establishment and functioning of Technical and Information Centers (TIC), including technical and practical aspects of TIC creation, provision of services, equipment procurement. They learned how to use TIC as a marketing instrument in order to promote their services, for community development and finding partners, as well as about other TIC services according to the concept of Information and Communication Technologies for Development (ICT4D). Besides, experience of existing TIC established during the CBA's second phase, in Ternopil, Mykolaiv, Sumy, Cherkasy and Kirovohrad regions was also presented to the audience.

Apart from the workshop, participants also went on field visits to the villages of Chapaevka and Kinski Perehony, Zaporizhya region to see the work of local TIC and discuss what technologies could be used in cooperatives and individual village households. At the end of the workshop, participants presented their vision of TIC development in their regions during the third phase of the CBA project.

In total, trainings were focused on different aspects of an ASC's day-to-day management, accounting and finance issues, preparation of second micro-projects for selected on second round most successful coops, marketing and sales of cooperative members' products, further development of technical information centres and visibility at ASCs, legal issues related with joining new ordinary and associated members to existing ASC, calculations of annual share payments in new agricultural season. Newly joined ASC members also learnt more about cooperative principles and rules.



Study visits and cluster training focused on best practices sharing, possibilities of processing and new agricultural technologies and products, for instance berries mass production and processing, dairy processing using traditional and family receipts, etc.)

Regional offices also conducted local trainings for ASC initiatives/functional groups and ASC management.

### Sustainability

Cooperative development within the CBA provides real sustainability for rural communities, providing tools for coop members for tillage, cultivation, milk and fruits processing, fuel briquettes, and new marketing possibilities depending from ASC specialization. Participation in the program is well-liked by participants as it provides for the ability to obtain new machinery and equipment amidst difficult circumstances.

At the end of December, 2016-26 cooperative micro-projects were completed, with support from the CBA project to develop small business initiatives in rural areas. Some pictures below show the process of transferring new agricultural equipment to coops in Sumy region (one of 12 regions where agricultural coops are supported by the CBA).



# RED Achievements 2016



**On 6-7 April 2016, there were two official openings of the agricultural cooperatives – “Dobrobut Shevchenkove-2015” in Shevchenkove village and “Polisyanochka” in Pervomaiske village – taking place in Sumy region.**

These cooperatives have been created with support of CBA Both events marked a special day for the villagers of Hlukhiv rayon and the neighboring rayons. The invited guests congratulated the cooperatives with successful completion of the microprojects and said that their participation in the CBA project means a big responsibility for the whole community of Hlukhiv rayon. Therefore, it is necessary to show good results of cooperation with the CBA and introducing European standards.

“Cooperation with the CBA Project serves a good example of effective collaboration since 2011. For many communities it gave an impulse for transformation. At the moment, proactive communities inspired by example of their neighbors are eager to cooperate with the Project to improve the living standards in the rural area.”

Viktoria Sokol, Deputy Head of Hlukhiv rayon administration





Members of cooperatives told about their experience, the long path that led them to success, as well as showed their agricultural machinery and equipment. The guests from Berezivska community wished them every success and said that these cooperatives will serve as successful example for them.

People shared their experience, the long path that led them to success, as well as showed their agricultural machinery and equipment. The guests from Berezivska community wished them every success and said that these cooperatives will serve as successful example for them.



**On 21 September, 2016 CBA Project opened an Agricultural Service Cooperative “Dary Laniv” in village Rudka Kremenetsky rayon, Ternopil region.** Since now local farmers can process grain and produce cereals. Newly procured equipment helps to boost local economy and to create new work places in the village. Head of Oblast State Administration Stepan Barna, International Project Manager Hendrik van Zyl and the Community Development Specialist, Olena Ruditch officially opened the cooperative and congratulated villagers with a new opportunities.



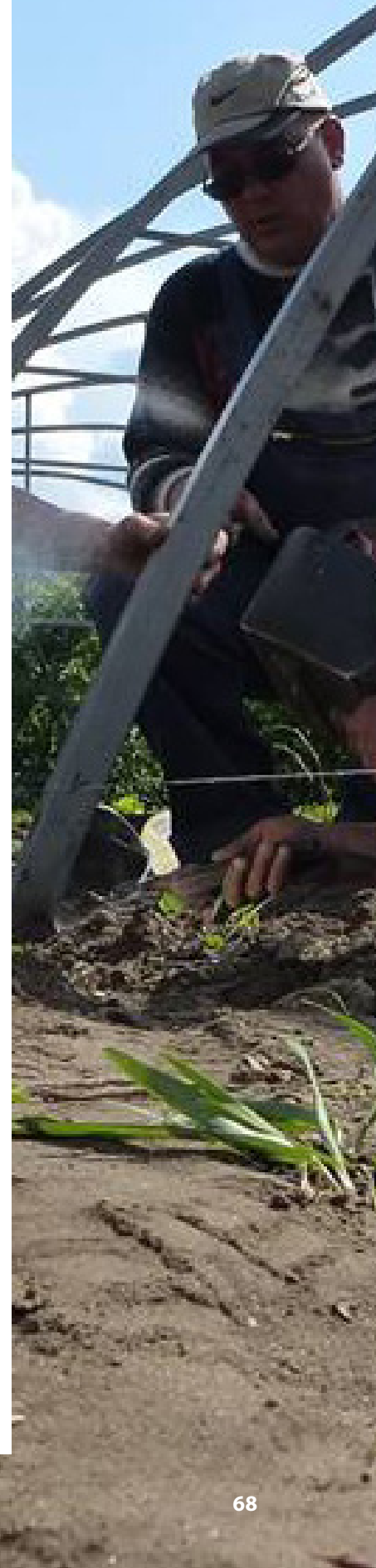
## Ternopil region boosts rural economic development

The agricultural-rich region of Ternopil was selected as one of the pilot areas for using cooperatives for development. During CBA II, the region founded two agricultural services cooperatives, 1/ ASC "Zelena Krinitsa" with grain processing services in Koshlyaki village and 2. ASC "Yagidniy Krai" with freezer storage facilities for preserving berries as well as the production of fuel briquettes production in Losyatin village. Naturally, during implementation there were many technical and organizational obstacles, which were resolved by local communities, authorities and CBA working as a community.

Finally, both piloted cooperative projects were so useful for local communities and supported by people and regional authorities that Ternopil region without hesitation selected rural component and cooperative development for the next phase of cooperation with CBA.

### **In 2015 under support of CBA III framework founded four new agricultural services cooperatives ASCs:**

- + ASC "Dary laniv" in village Rudka, Kremenetskii rayon – with grain processing and extrusion services for feeds. Projects costs UAH 775 000;
  - + ASC "Schedrii kraï" in Starii Pochaiv village, Kremenetskii rayon – drying fruits and vegetables services. Projects costs UAH 753 000;
  - + ASC "Krinichky" in village Kotiv, Berezhanskii rayon – multifunctional cooperative with fuel briquettes production, production of foundation for beekeepers and soil cultivation services. Project costs UAH 687 000.
- All new cooperatives were approved for CBA support for machinery and equipment in 2015 and 2016. In all cooperatives, technical-information centers were created for providing advisory services and dissemination experience and best practices to coop members. Premises for centers provided by local authorities. CBA provided furniture and IT equipment.
- + ASC "Starii mlyn" in village Tseniv, Kozivskii rayon – main services are grain processing for flour and grain. Projects costs UAH 775 000;



## Development Needs

After 2 years of cooperative development, ASCs defined a lot of common obstacles and opportunities from other side. Beneficiaries and participants from CBA II are integrated wherever possible to the newcomers in CBA III.

There are many common problems for all agricultural cooperatives that go beyond farming. For instance the rapidly changeable Ukrainian tax and accountancy legislation, which changed drastically in 2015 when local tax authorities in different oblasts and even rayons interpreted tax legislation differently. These changes have set the landscape for smaller cooperatives since, as it brought significant challenges for obtaining non-profit status for new ASCs. Accounting is a challenge for cooperatives: constant changes in regulation, reporting form one side and lack of professional accountants in rural areas from the other side. Other points of common interests – common marketing and promotion of cooperative products and purchasing inputs. For instance for every single cooperative to create and develop their own professional web site, where they could promote and sell their products, is a costly and difficult process. The same is participation in agricultural fairs, exhibitions, buying agricultural inputs, etc.

## Community Based Approach

Gradually CBA-supported ASCs in the Ternopil region began to understand the advantages of joined efforts. During CBA-organized study tours, ASC groups and leaders in special cluster trainings began to discuss problems and solutions with CBA Specialists and each other. It came as no surprise that the decision to create a special training for Ternopil, "Agricultural Service Cooperatives - Prospects of Development" which then spread to Ternopil'ska, Volyn'sky, Sumska and Khmelnytsky oblasts.

During seminar session, six agricultural services cooperatives ASC signed a declaration for an official Cooperative Union, "Association of Agricultural Services Cooperatives of Ternopilchyna." Association of agricultural service cooperatives Ternopil created by its founders on a voluntary basis for joint implementation of any activity not prohibited by law.

The main purposes of the Association of agricultural service cooperatives Ternopil are coordination of agricultural service cooperatives, protection of their social and economic interests, promotion of products and services, providing consultative and technical, information and other assistance. All these activities help local farmers to add value to a product during the whole production process and thus further help in consolidating a competitive edge.



**The founders of the association are six agricultural service cooperatives created under the Community Based Approach to Local Development Project:**

- + ASC "Krunuchku" v.Kotiv Berezhan'y rayon
- + ASC "Daru laniv" v.Rudka Kremenets rayon
- + ASC "Shchedruiy krai" v.Staruiy Pochaiv Kremenets rayon
- + ASC "Staruiy mlun" v.Tseniv Kozova rayon
- + ASC "Zelena krunutsya" v.Koshlyaky Pidvolochysk rayon
- + ASC "Yagidnuiy krai" v.Losyatyn Kremenets rayon

The association is fully open, transparent and democratic. The founders decided that Chairmanship will rotate on year basis by every ASC leader.

## Future

While the cooperative association in Ternopil region is very young and making their first steps, the value of this association as an organic, grassroots initiative. Currently the association is developing further, including a web site development, selecting the proper legal form, and recruiting more members. CBA continues to support the Association's development with advisory and financial support. Leaders of ASCs in Ternopil are young but have significant experience, some of them with practical farming experience in Poland and other countries. They strongly support new knowledge and practices and want to implement it in their own farming practice to make better life in

“The upgraded heating system allowed stable heat delivery in the whole school building...”





## Cooperative gives a kernel of hope for farmers in Kherson

Alternative energy technologies are often associated with high-tech enterprises or scientific projects-but they can actually be applied anywhere, for example in public schools! The Kamyanetska village school, Dnepropetrovsk region, had its moment of fame when information about installation of a new biomass heating system in the school was aired in the local news.

The school is relatively new, built in 1994-but the engineering gaps became noticeable soon after construction: some rooms were heated well while others remained cold. The school management was looking for a way to fix this problem but had no funds to completely reconstruct the heating system. The solution was found when the local community decided to participate in the CBA project. After a formal application process and expert evaluation, it was recommended to install biomass boilers to ensure balanced heating of all classrooms. The Total cost of this project is 495 767 Hryvnias was funded by multiple stakeholders. From UNDP/EU (UAH 12,970), community contribution (UAH 24,755), from regional budget (UAH 25,067) and rayon budget (UAH 32,975).

Two biomass boilers have been installed in the school, running on wood pellets. "This (new) boiler is now the main source, and the gas boiler house functions as a back-up system. If we run out of pellets, a gas boiler switches on automatically and continues heating the school. This project has a real social importance," the school administrative manager tells us

The upgraded heating system allowed stable heat delivery in the whole school building. In addition to installation of biomass boilers, 88 windows and entrance doors at the school were also replaced. As a result, temperature in the classrooms increased by 3-4 degrees. The schools' energy bills were cut in half. To ensure the heat stays on, the Prydniprovka village council decided to allocate funds for procurement of wood pellets for Kamyanetska village school-the majority of the pellets are locally produced.

At the moment, there are 268 children studying the Kamyanetska village school, including children from the neighboring villages and smaller settlements who get here by bus. The warmth allowed the school to be open all day, allowing for the creation of a Center for Children's Creative Activities and Sport Clubs in the building.



---

# 04

# Urban Development

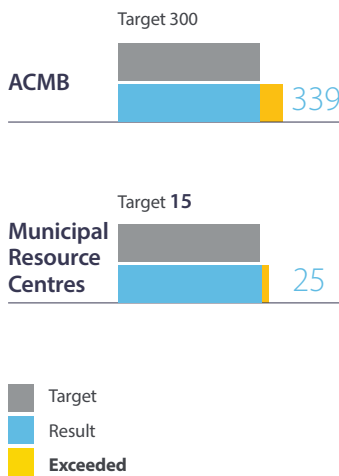
In Phase III of CBA, our mobilization methodology has been successfully applied in urban areas, often triggered by interest in rural projects nearby. The community mobilization process is applied to housing services, with the main priority of the project to promote the formation of the joint management of multi-apartment buildings, via Associations of Co-Owners of Multi-Apartment Buildings (ACMBs). CBA III helps communities of multi-apartment buildings to get organized in the ACMBs or develop existing associations, prepare development plans and get grants to implement community micro-projects. More information can be found below and at the website [www.cba.org.ua](http://www.cba.org.ua).



“Effective self-organization of population into OSBB and OSN contributes to a positive attitude toward such public initiatives. Almost three quarters of those involved in such establishments tend to assess their activities positively and consider that it did help to solve problem issues in their buildings, quarters, or micro-districts.”

Conclusions from RatingPro’s report on Ukrainian cities, in partnership with the Government of Canada and IRI

**Progress versus targets**



**4.1 Developing partnerships with local governments**

For CBA, Urban Development means a comprehensive and sustainable approach that enables the deep retrofitting in multi-apartment buildings, improving the living conditions of a large group of Ukrainian population.

In January, 2016, a contest for participation in the urban component of the CBA III was opened in the cities of Ukrainka and Pereyaslav-Khmelnytsky, Kyiv region. Associations of co-owners of multi-story buildings (ACMBs) to be selected on competitive basis will be trained how to manage their own house, to establish effective dialog with the local self-governance bodies, authorities involved in granting permission for business activities. Most importantly, they will be able to refurbish their own house under co-financing scheme, receiving allocations from the local budgets, the CBA project and making their own contributions.



## 4.2 Capacity Development

Throughout the implementation of CBA III, local municipal staff and authorities are part of the decision-making process. Thus, the “learning by doing” approach contributes to establishing sustainable practices of housing renovation through community mobilization approach.

During 2016, 1,038 training sessions were organized under the urban component, making it 1,066 in total since inception. On the seminars, participants were trained on how to practically make use of community mobilization approach to living conditions in condominium. In total, 9,741 people participated in the trainings, among them 4,070 men and 5,671 women.



## 4.3 Seminars and Round Tables

**On 12 January 2016, a practical seminar on the creation of Centers for Administrative Services (CAS, or in Ukrainian TsNAPs) in the united territorial communities took place in Kyiv.** The event was organized by the Ministry of Regional Development, Construction, Housing and Utilities of Ukraine together with the project of German International Cooperation Agency (GIZ). The opening of the event was attended by the representatives of respective ministries, including Genadiy Zubko, Vice Prime Minister of Ukraine/Minister of Regional Development, Yulia Klymenko, Deputy Economic Development and Trade Minister, and Wolfgang Bindseil, Deputy Head of Mission at the Embassy of Germany in Ukraine. Two managers from CBA Olena Ruditch and Oleksandr Riabyi, were distinguished guests and speakers of this event to discuss facilitation of TsNAPs in the united territorial communities and how to ensure the services provided by these structures truly meet the needs of the population. Additionally, they also presented methods on how to ensure the timely and effective delivery of. During the discussions, participants used the model of an ideal CAS put forward by the organizers; according to this model, CAS services should be result-oriented, convenient, timely, simple, accessible, transparent and professional. The participants also discussed the conditions necessary for effective cooperation between the central executive authorities and united territorial communities in terms of provision of administrative services. A separate discussion was dedicated to reforming of the system of providing administrative services (legislation, national network of CAS and e-services). The experts from the GIZ Project were also briefed about their project focused on governance reform in the area of administrative services implemented in the Eastern Ukraine that could be useful to other oblasts.



---

# Urban Development Achievements 2016



In February 2016, Drohobych, Lviv region CBA, hosted a seminar for the associations of co-owners of multi-apartment buildings (ACMB) and representatives of initiative groups that intend to establish ACMB. The seminar was facilitated by CBA expert Leonid Tulovsky, expert and organized jointly with the city council and ACMBs of Drohobych.

Seminar participants were briefed on how to establish, run and develop an ACMB. They also received useful information regarding reform of housing and utilities sector of Ukraine and Ukrainian legislation regulating the establishment and functioning of ACMBs, as well as learned about best international practices from Poland, Estonia, Germany, and others. The attendees have also discussed some practical aspects, including planning of ACMB activities, challenging issues related to transfer of the territory near the building in ACMB ownership; assessed the efficiency of energy-efficiency measures in their buildings as well as practical advantages and drawbacks of such measures. CBA experts also visited ACMBs that have completed or are implementing the micro-projects. They also introduced the concept of micro-projects for thermal upgrading of buildings in Drohobych. CBA currently plans to implement 2 micro-projects to introduce energy-savings in resident houses Eight more micro-projects are to be implemented in other Ukrainian towns.

On 15 April 2016, in Kramatorsk, Donetsk region, CBA hosted a training for representatives of the city council, the associations of co-owners of multi-apartment buildings (ACMBs), and initiative groups from the cities of Dobropillya, Dymytriv and Artemivsk are also planning to establish ACMBs. The training was focused on the analysis of the legal framework for ACMB activities as well as on energy efficiency in apartment blocks (energy audit and modernization). The participants reviewed the Law of Ukraine on the Associations of co-owners of multi-apartment buildings that regulates ACMB activities, property rights, duties and relations between the co-owners, functions of the ACMB's management bodies. CBA experts reviewed all these issues, and shared practical tips. Such information is really helpful for ACMB members and such workshops help them to become effective apartment owners. Introduction of methods of effective management and services at multi-apartment buildings is a priority task for CBA III. The CBA Project specialist also gave some useful recommendations regarding practical nuances. In particular,, the calculation of a number of staff responsible for the management of building in an adjacent territory, terms of reference and workload recruitment schemes; compiling the budget and calculating expenses for the maintenance of common property; measures to improve energy efficiency and other aspects of ACMB activities.

Oksana Sokolovska from Artemivsk city was very grateful for CBA's comprehensive analysis of challenges and practical issues that ACMBs face. "This training is really valuable for all of us and we appreciate the knowledge and reference materials that we received at the training."



CBA hosts a training for city council, ACMBs, and initiative groups from Dobropillya in Kramatorsk



### CBA experts visited Nizhyn city, Chernihiv

**Members of a CBA-supported ACMB in Nizhyn say they are more confident no longer afraid to organize themselves when dealing with home issues to address their problems instead of waiting for until it is solved by someone else.** There are enough problems to solve since the apartment blocks have not been repaired for decades. However, renovated hallways, new doors and windows decorated with flowers is a proof that changes are possible through the joint efforts and partnership with the local authorities. The CBA project gives instruments for these transformations, that is knowledge and funds for implementing ACMB initiatives. During the CBA coordination meeting with Chernihiv Oblast State Administration, results of activities in 2015 were analyzed and plan for 2016 was adopted. Participants of the meeting had an opportunity to learn more about the new CBA component 'smart cities' and discuss which activities could be implemented in the context of innovative urban development.

**On 3 May 2016**, the CBA project came to see its partner associations of co-owners of multi-apartment buildings (ACMBs) in Zakarpattia region that apply the CBA methodology. The ACMBs from Khust and Uzhgorod presented their achievements to Oleksandr Ryabyi, CBA Community Development Specialist. ACMB management team and representatives showed the completed works in their buildings or the works in progress and told about the challenges they faced during the implementation. Members of ACMBs in Khust and Uzhgorod have already got the first positive results of their joint efforts when they managed to replace the worn-out windows, doors, electric wiring, to repair the entrance halls in their buildings.

**On 10-11 August, 2016** representatives of the CBA Project – Community Development Specialist Oleksandr Ryabyi, Project Engineer Larysa Batchenko, Community Development Officer in Donetsk region Nelia Dashkovets – visited partner cities of Donetsk region.

The visit was aimed to monitor development of the Associations of Co-owners of Multi-Apartment Buildings (ACMBs) in the partner-cities. Positively impressed those ACMBs which were developed in terms of the CBA and work with accordance to the Project's methodology. In the basement of multi apartment buildings, they created equipped spaces for children, where they can play in winter; there is also a free gym for kids where they can do physical exercises. This was done by the members of the ACMB after participation in the CBA Project and people did this for their own costs without external support. In terms of the visit the CBA Project representatives did analysis of project documentation on "smart cities" component in Dobropillia, Myrnohrad and Bahmut cities and suggested amendments to the microproject proposals and project documentation.

Currently the status of readiness of the "smart cities" microprojects is approximately 80%. To enhance their capacities proactive ACMBs fo Bahmut, Dobropillia and Myrnohrad cities received from the CBA Project office equipment during Local Development Forums. Communication with people who overcome all the obstacles and went an extra mile to become a successful and sustainable community proves the effectiveness of participatory approach and local sustainable development methodology.

**On August 30-31, 2016**, two-day cluster training for focal persons from CBA partner OSA/OC, RSA/RC of Kharkivska, Dnipropetrovska, Luhanska and Donetsk oblasts is being conducted with the support of CBA Project in Kharkiv city currently.

The first day's topic is the experience of the CBA on smart cities, energy efficiency projects and projects on alternative energy and power decentralization reform in Ukraine. The participants from four oblasts accentuated the CBA methodology in the local community development that helps to unite the community. Thanks to participation in the project or replication the methodology of the project the newly formed communities go through the decentralization process less painfully, experienced people who are familiar with the approaches of the Project less resist to innovations, strong communities that have grown with the Project implementation are becoming more confident and developed. Speakers on decentralization reform included Veniamin Sitov, Merefa City Council Head, Head of Merefianska Territorial Community Organization Viktor Slysh, Head of Velykoburlutska RSA, In addition, representatives of local communities spoke on the topic.









Participants of the training determined problems and positive aspects of decentralization, fiscal, economic and social issues. The main issue for now according to participants is funding of delegated powers and land authorities, funding for social services. Another important issue is the sharing of experience on projects on alternative energy and energy saving community initiatives. Project engineer Oleg Baranetsky, representatives of construction and assembly companies, experts in energy management also spoke on the experience and energy conservation and alternative energy. CBA experience with renewable energy and energy efficiency technologies proves 27-40% of economy of energy sources in TUP using energy efficient technologies and alternative energy.

**During the second day the following topics were discussed by the participants:**

- + Community development strategy
- + Raising investment opportunities
- + Workshop on PROZORRO for CO/ACMH

#### 4.4 Support Structures

Since inception, all partner cities of CBA have a Coordination Council which include representatives of both municipalities and ACMBs.

Members of Coordination Councils jointly discuss community priority plans, make decisions, approve micro-projects, review implementation progress, obstacles, and potential plans to improve their community. Additionally, they monitor and support interactions between ACMBs and utility companies, coordination of resource mobilization, including considerations on the establishment of local policies on targeted support to insolvent owners.

In addition, each partner city has an established Municipal Development Forum (MDF), chaired by the city mayor/deputy mayor in charge of municipal finances and/or housing and communal sector. The MDFs also include representatives of the municipal councils and municipal utility companies. ACMBs are invited to attend the meetings of the MDFs as observers. MDFs have the following responsibilities: joint decision-making, including approval of applications submitted by the ACMBs; review of implementation progress, discussion of related problems and approving correction measures; monitoring and support of interactions between the ACMBs and utility companies; coordination of resource mobilization, including considerations on establishment of local policies on targeted support to insolvent owners, etc.

By the end of 2016, a total of 104 meetings of Municipal Development Forums (MDFs) were conducted.

To facilitate the functioning of ACMBs, 25 Municipal Resource Centers were established by the partner city authorities exceeding the original target of 15. For this purpose, they provide premise and depute a focal person (usually from the city councils' Departments of Economics). These resource centers support ACMBs in urban areas in carrying out their local development activities in line with the CBA methodology.



## Pryluky hosts Local Development Forum

In January 2016, a Local Development Forum was organized in Pryluky, a small town in the Chernihiv region. Among the participants were Pryluky's Mayor, Regional Coordinators of CBA, heads of associations of co-owners of multi-story buildings (ACMBs) and heads of community organizations.

Participants discussed the need to support community initiatives at the local level, and evaluated the results of partnership between the ACMBs, community organizations, and local authorities during the implementation of micro-projects under the CBA, and discussed the challenges they encountered during micro-project implementation.

ACMB representatives presented the results of four micro-projects: major repairs of façade, insulation of walls and basement, replacement of windows in common spaces (ACMB "Ponad Udayem"); major repair of communal entrance hallways, window replacement (ACMB "Komfort"); major repair of toilets in Pryluky Specialised School No 6 with a special profile in information technologies; installation of energy-saving windows and doors in Pryluky kindergarten No 4.

In terms of follow-up planning, the participants discussed the integration of community initiatives into local development plans and impact of such initiatives on decision-making at the local level.

## 4.5 Micro-Project Support

The majority of ACMBs in CBA partner-cities have rapidly begun to express interest in participation with CBA. Consequently, a competitive selection process was designed to provide the best outputs. In addition to potential financial support from local government and CBA, ACMBs/co-owners who partner with CBA also receive technical assistance from certified, CBA experts on technical, legal, financial and organizational aspects to renovate their homes. They also are given trainings in energy efficiency measures.

To prioritise and select for implementation micro-projects, representatives of the local authorities and ACMBs in partner-cities, CBA has created councils for micro-projects preliminary selection. After consideration and evaluation of the micro-projects in accordance with the specified criteria, Councils select the best-prepared MPs. The list of the criteria was as follows:

- + Availability of necessary documentation;
- + Absence of restrictions for implementation (legal, technical);
- + Level of support by co-owners (community members);
- + Relevance and economic feasibility of the initiative;
- + Homeowner Status;
- + Priority of the initiative with regard to other ACMBs initiatives in the city;
- + Amount of ACMB contribution into co-financing ;
- + Timeframe of the initiative implementation;
- + Specifics of the implementation;
- + Other essential factors, depending on local peculiarities.

Co-owners fulfilled all the CBA requirements, prepared the necessary documentation, hold competitive tenders for the vendor selection, received results from state expertize and sent proper micro-project proposal documentation to the Project experts.

### 4.5.1 Approval of Micro-Project Proposals

The micro-project proposals submitted by ACMBs were reviewed by engineers and community mobilization specialists, as well as by CBA PMU specialists and appraised by the CBA III selection committee. Throughout the project implementation, ACMBs received technical and advisory support for renovation work; support to the financing scheme implementation; mediation between ACMBs and other institutions involved in the process, including local authorities, utility companies, banks, and construction companies.

During the reporting period, 208 micro projects were approved for implementation, making it 413 in total since inception. Total cost of these 208 approved micro-projects was UAH 93.7 mil. (USD 3.57/EUR 3.18 mil.), shared among the ACMBs (6.5%), CBA (50.1%) and local/regional authorities (43.4%). It proves that cost-sharing from the COs and city authorities was higher than envisaged, thus validating the commitment of the local stakeholders for collective action. In total, 19,574 men, women and children will benefit from this support. Since inception, total cost of 413 approved micro projects is expected to be UAH 155.4 mil. (USD 5.91 / EUR 5.26 mil.). Of them, 6.3 % was collected by ACMBs, 44.1 % was provided by local authorities, 49.7 % was provided by the CBA Project. In total, 1.5 mil. men, women and children will benefit from these 413 micro-projects directly or indirectly.

As a result of implementation of these micro-projects, the infrastructure and systems of the multi-apartment buildings (common property of the apartment owners and non-residential properties) are reconstructed with energy efficiency measures. The majority of micro-projects within this component include insulation, i.e. front insulation of buildings, replacing old windows and doors with energy efficient versions, and roof repairs.

All documents included in these micro-project proposals are thoroughly reviewed by the MP Councils. Additionally, all ACMBs that have had their micro-projects approved are required to sign a Grant Agreement and proceeded promptly with micro-project implementation.

### 4.5.2 Micro-Project Implementation

During 2016, 178 micro-projects were completed. Out of them, 173 micro projects were handed over along with a public audit. The project with the support of the local governments ensures, that ACMBs reach agreements with utility companies. Implementation, monitoring and control of sub-contractors is guided and supported by CBA project staff. Selection of work contractors is carried out following UNDP rules and procedures.

“We are glad that this roundtable covers the whole range of topics related to smart cities and electronic governance. This will give us deeper understanding of today’s needs of the small cities”, Ms Juana Mera Cabello, First councillor, the Head of Section “Economic Cooperation, Social and Regional Development” of the EU Delegation in Ukraine, highlighted.

Mr. Ruslan Martsynkiv, Mayor of Ivano-Frankivsk, expressed hope the introduction of e-governance will be successfully implemented in Ukrainian cities. “We are glad that our city has an opportunity to share our own experience regarding the introduction of innovative technologies,” noted the mayor during his welcome speech.

The Conference participants analyzed the practical examples of smart cities strategies applied throughout the world and discussed the possibility to apply such strategies in the small cities of Ukraine. The previous day the guests of this event also went on a field visit to the municipal objects of Ivano-Frankivsk City Council where some ‘smart cities’ principles are applied, including energy efficiency, separate waste sorting, etc. In the framework of this round table, CBA introduced its activities plan to support innovative governance initiatives at the municipal level. This Project’s component focuses on two ‘smart solutions’ – transparency and accountability of the local state institutions and provision of services using e-governance principles.

“UNDP believes that smart solutions for the cities like Ivano-Frankivsk and for the cities where you come from can bring all progress. Increase of information and communication technologies can help to reach those people whom we couldn’t reach previously like people in rural areas. Decentralization and democratic access to data and to services – those things go hand in hand, that is why this event, this programme and this particular aspect is so relevant to Ukraine,”

Mr Janthomas Hiemstra, UNDP Country Director in Ukraine



## CBA shares Ukraine's Smart Cities Experience at the International Forum in Rome

**On 18-19 May 2016 at the international Forum on "Shaping Smarter and More Sustainable Cities: Striving for Sustainable Development Goals" took place in Rome.**

This event is aimed at stimulating countries to effectively solve urban problems and the introduction of environmentally friendly urban services based on technological innovation- including smart transportation systems, smart health care, smart energy and smart education as well as achieving UN Sustainable Development Goals. The event was organized by the UN Economic Commission for Europe (UNECE) with the Ministry of Economy and Finance of Italy and The Chamber of Commerce of Rome.

The Ukrainian delegation also attended the Forum. In particular, Vitaliy Lukov, mayor of Voznesensk city, Mykolaiv region presented the innovative experience of his city. Starting from 2006 Voznesensk is cooperating with the UNDP that supports the local initiatives on implementation of energy efficient measures and e-governance. For example, every citizen of Voznesensk has an electronic medical card and all their medical information for the local hospitals is collected in the single online database.

The national program of supporting sustainable urban development, including induction of the smart cities concept actively promoted by CBA, was presented by Vyacheslav Negoda-First Deputy Minister of Regional Development, Construction and Housing and Communal Services of Ukraine. The Forum participants also looked into the risks posed by urbanization in the modern world due to depletion of resources such as land, clean water clean air, and risks to sustainable development (i.e. overcrowding in cities, effects of climate change, natural and man-made disasters, etc). On the other hand the experience of the countries with stable and transparent governance shows that development of information and communication technologies during the last two decades allows for achieving improvement of urban climate by lowering energy use and harmful emissions while boosting socio-economic growth.

Sustainable Development Goals were adopted at the UN General Assembly as an action plan in 17 key areas in the period till 2030. Sustainable cities and Communities is the 11th Goals and its implementation is closely interrelated with the principles of smart cities.

## CBA's Urban Component Discussed at High Level Meeting in Donetsk



**On 27 May 2016, a round table on implementation of CBA took place in Kramatorsk, Donetsk region.**

In particular, the discussion was focused on results of work and perspectives of development of associations of co-owners of multi-apartment buildings (ACMB) in the project's partner cities in Donetsk region. EU officials also attended: Berend de Groot, Head of Cooperation of the EU Delegation to Ukraine, and Helga Pender, the EU Sector Manager for Crisis Response, as well as UNDP officials Blerta Cela UNDP Deputy Country Director, Kunal Dhar, Recovery and Stabilization Advisor, and Oksana Remiga, Senior Program Manager.

The goal of the round table was to brief donors on CBA's achievements and the financial and methodologic support it provides to ACMBs that are already functioning or in the process of creation. As EU's Head of Cooperation, Berend de Groot said, "It's important to give an impulse- to establish a system so that Ukraine can live and work independently."

Oleksiy Reva, Mayor of Bakhmut, discussed positive results of the partnership between Bakhmut and CBA. The members of the round table also watched a documentary and presentation on the implementation of numerous projects in Bakhmut, where a number of micro-projects were supported for local ACMBs development. Olena Golovkina, Deputy Mayor, also discussed the activities of communities.

The local representatives of ACMBs in Bakhmut Yuriy Geiller and Olena Kostenko also told about their cooperation with the CBA project. At the moment their ACMBs are conducting lessons-learned sharing with newly established ACMBs. Participants of the project were also in attendance, specifically to demonstrate that proof of partnership between the community organizations and city council is achievable, and such cooperation brings excellent results and social trust.

Natalia Drozdova, Director of the City Department of Children's Fund of Ukraine, also presented the community initiative that has been implemented on the actual premises of this center, particularly the building of the conference hall where community members of a neighboring district, far from the city center could meet and organize their activities.

The round table itself took place at the Donbas Interregional Center for Vocational Rehabilitation of Disabled Persons; an institution that just last year was completely refurbished and modernized for handicap access with CBA support. The disabled IDPs who currently reside there were happy to meet the representatives of the EU and UNDP, and several presented their artwork as a thank you gift to the EU Representatives-a 'motanka' doll, that is traditionally believed to have protective powers.



#### 4.6 Public Awareness Campaigns: Promoting Urban Development and the ACMB as a 'Change Management'

In 2016, a public awareness campaign in 25 of CBA's partner cities was re-launched to promote ACMBs. The main goal of the information campaign was to promote associations of co-owners of multi-apartment buildings (ACMBs), Energy Efficiency and Energy Saving for multi-apartment buildings for the most efficient approach to management of multi-apartment buildings.

In every partner city, information campaigns were held to promote the improvement of urban housing through community mobilization. These campaigns were developed and coordinated by the CBA central office and implemented by the Municipal Resource Centers with support of city administrations. The information campaigns raised awareness on the scope of problems in the housing sector, and sought to boost 'ownership' and motivation of homeowners to renovate their buildings by providing information about CBA-sponsored trainings and funding.

Within the framework of the public awareness campaign, the CBA Urban Development Unit continued to disseminate different kinds of Special Information posters and boxes for ACMBs in 12 regions.



## In Chuhuiv they turn the heat on themselves

“We are very small, but it doesn’t mean that we are passive!” say residents of the multi-apartment building (28 Premohy, Chuhuiv) when they talk about their ACMB “Peremoha-28.” There are only 40 apartments in this building but due to the outdated, inefficient heating system and poor insulation, enormous heating bills meant cold apartments. While everyone complained, Hanna Chelenko decided to try something different: she tried to make a change.

She began organizing meetings with other residents with one message: if they wanted to change their lives, they themselves had to do it. They took the challenge and formed an official ACMB.

It wasn’t easy or fast. First, they consulted the local authorities on how to properly register their ACMB, then they learned how building management actually works, then, they learned what renovations were needed, how much it would cost. That’s how they learned about the EU-Funded UNDP CBA Project and applied for funds. Within a year, Hannah and her ACMB became fluent in the Ukrainian housing sector legislation, as

well as the requirements and procedures of CBA participation. It paid off, Peremoha 28 was selected as a transparent and well-run ACMB, and qualified for CBA support. But their work only just began.

According to the CBA methodology, participants have to contribute either money or time, and Hanna’s ACMB managed to raise 20,475UAH amongst the members, CBA co-financed 199,578UAH, and the local government, which previously nobody trusted or relied on, paid 179,104 UAH. “Was it difficult to collect money from house dwellers? Of course there were some difficulties, but we acted as one big family and this became a key to success” explains Hanna.

But it was worth it, and Peremoha 28 was responsible for the installation of both insulation and individual heating systems that made heating apartments efficient and affordable. This winter, Hanna said that people in her building were happy to be “thawing out” after ten years of cold winters.





## Proactive Residents in Uzhgorod 'Warm Up with CBA'

The members of Association of co-owners of multi-apartment buildings (ACMB) "Druzhba" from Uzhgorod are no strangers to cooperation. Druzhba unites 125 co-owners of 65 apartments and they have already significantly improved their homes and the surrounding areas. Over the past 5 years, the multi-story building underwent some renovation owing to the inhabitant's efforts, including roof waterproofing, replacement broken pipes, street lightning, installation of energy meters, repair of entryways, and the reconstruction of a children's playground to name a few. However, there is always 'room for improvement' in a building that is almost 40 years old, constructed in a time when energy saving was not on the agenda. In June 2015 the ACMB Druzhba applied for a grant from CBA for an energy saving mini-project - winterization. With the years, wood has rotten and decayed, warping window and door frames in the entrance and basement, which lets in cold air. Since there is no central heating in the building, this resulted in low temperatures not only in common spaces but also in the apartments. Illness spread rapidly amongst residents in winter. The only way towards sustainable ensure energy saving was to replace the rotted windows and

doors in the common spaces. However, CBA's co-financing scheme provided Druzhba with the chance to implement their winterization plan. As a result, 64 windows and 11 doors in common spaces were replaced; window and door slopes were covered with plaster and then with liquid flux and silicate mud for insulation. During construction, Druzhba members collected and removed garbage from the entrance halls, basements and technical stores of the building, as well as arranged the territory near the building.

Inhabitants of the house are grateful for both CBA and the city council for supporting their efforts to save energy and stay warm. Volodymyr Burkalo, Head of Druzhba ACMB, sums up the project: "There are many pensioners living in our house and many of them cannot afford costly repair. At the same time, we understand that the building is pretty old and needs renovation. Window replacement was particularly timely because this year heating costs skyrocketed. So we really wanted to make sure that the house is properly heated and no resources are wasted."



---

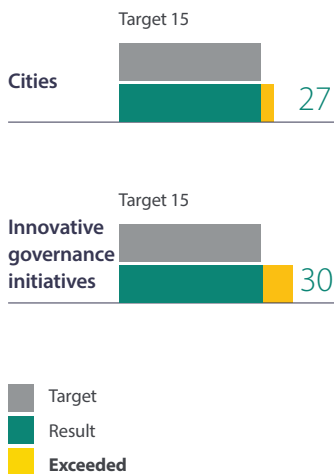
# 05

# Innovative Governance

The third phase of CBA continues to promote community-led development by supporting to municipal governments specifically by raising awareness for municipal councils and administrations on the best innovative governance practices and technologies. Social accountability mechanisms, forms of participatory decision-making, and innovative ways to provide and monitor public service provision to the population exercised by local governments will help to ensure sustainability of community-led development. More information can be found below and at the website [www.cba.org.ua](http://www.cba.org.ua).

*“The innovative ‘smart city’ component within CBA’s Urban methodology offers cities with various levels of governmental development the ability to apply innovative methods and technologies for public service provision, relevant to the respective, city context...”*

**Progress versus targets**



**5.1 Innovative Governance in Communities**

Innovative governance in CBA means increased public awareness of innovative activities and new technologies in local government. For CBA, this is specifically done by building the capacity of both local communities and their authorities simultaneously to identify and use new methods and approaches to increase living standards of the population. The innovative ‘smart city’ component within CBA’s Urban methodology offers cities with various levels of governmental development the ability to apply innovative methods and technologies for public service provision, relevant to the respective, city context. Support to municipal initiatives aims to further instill norms of the community based approach for increased efficiency, transparency, and accountability of local institutions. As with so many components of CBA, the intervention itself is a catalyst for promoting partnership between local, self-government bodies and NGOs, as well as establishing dialogue between authorities and communities.

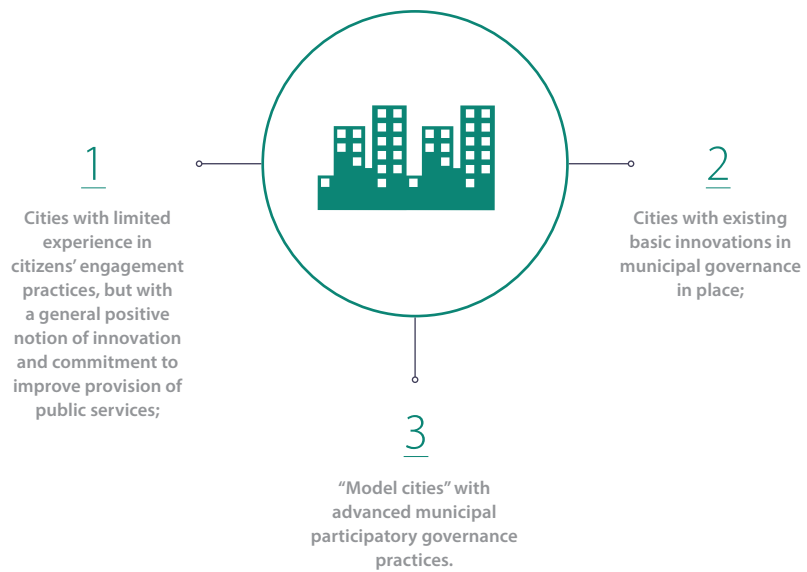
The results of CBA’s support to communities for new approaches and technologies in local institutions for community services include: policy recommendations on the efficient use of innovative methods, activities, and technologies based on practical, grassroots experience at the micro-local level-including e-governance. By providing support for community mobilization, and further, Micro Project Funding for communities to have several vehicles for public service provision in small cities with innovative technologies and a “smart city” approach, implementation of these initiatives improves not only the living conditions of the community, but from the ‘bottom-up,’ provides advocacy via increased access to information and services for vulnerable groups who would otherwise be on the periphery of society, i.e. the poor, women, and youth.

The CBA methodology also encourages nation-wide knowledge-sharing and building an intellectual network of innovative policies, strategies, practices, and tools that all municipalities of Ukraine can adopt to enhance citizens’ participation in the decision-making at local level. (For more information, see ‘Ch. 6: Knowledge Management.’)

## 5.2 Partner Cities:

The CBA methodology is defined on close partnerships with key institutions at the regional-local level. This includes the Ministry of Regional Development, Construction, Housing and Communal Services as the key governmental body responsible for local governance policy and urban sustainable development.

**Additionally, CBA partners with the State Agency for E-Governance and the Kyiv Smart City Initiative. At the municipal level, CBA partners with the three, distinct groups of cities:**



Following the National Round Table "Smart Cities – Innovations in Local Governance" in Ivano-Frankivsk, 30 – 31 March, 2016-a "Call for Applications on Expression of Interest" among CBA's partner municipalities was announced. The project received 38 applications from 25 cities. After thorough review and screening of the applications by the Selection Committee, 27 applications from cities were endorsed to be further developed into full-fledged, micro-project proposals on innovative governance initiatives. CBA primarily works with 25 medium-size cities from 12 oblasts and 2 'model cities' (Ivano-Frankivsk and Voznesenk), that provide mentorship and advisory support for innovative governance to the partner municipalities. Both Ivano-Frankivsk and Voznesenk are 'pilot cities' in the process of finalizing their proposals to submit to CBA.

### 5.3 Micro-Project Proposals:

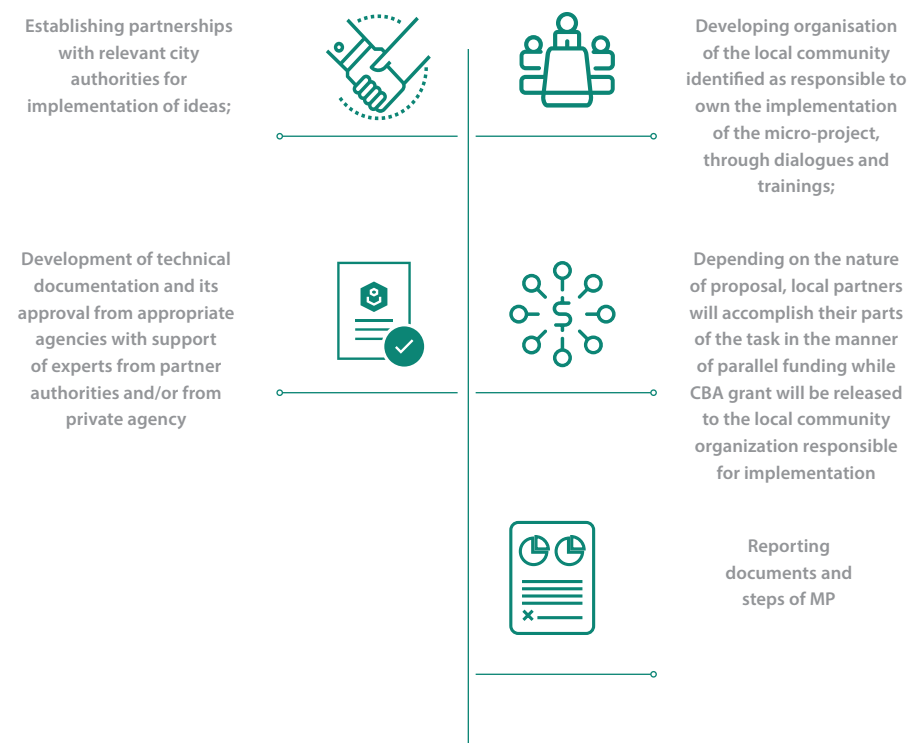
In total, 26 municipalities from 13 oblasts (including the two mentor cities of Ivano-Frankivsk and Voznesensk) are implementing CBA-supported innovative governance components. In 2016, 33 micro-projects proposals were submitted by partner municipalities for review including:

1. "Comfortable and Secure City" (video surveillance systems in public places),
2. "Smart Radas" (installation of electronic voting systems in city councils and on-line streaming of city council meetings),
3. City web-portals and a "cabinet of residents," i.e. electronic provision of medical services, provision of electronic services for visually and hearing-impaired people,
4. Tourism apps. Special application developed for smartphones 'Mobile application for getting touristic services'

In total, 30 micro-projects from 26 cities in 13 oblasts were approved, with a total budget of USD 625, 270. <sup>1</sup>

### 5.4 Micro-Project Implementation:

**CBA has an internal framework of procedures and regulations for Micro-Projects in Innovative Governance including:**



<sup>1</sup> Please note that the micro projects within this component were approved at the end of 2016. More success stories and specific project details will be ready in the following report, as well as the CBA website, and Social Media.



## Ukrainian “Smart Cities” Conference in Ivano-Frankivsk

On 30-31 March, 2016 a national level round table “Smart Cities - Innovations in Local Governance” was organized in Ivano-Frankivsk to kick off the Smart Cities component of CBA III. Among the participants were representatives of the European Union, the United Nations Development Programme in Ukraine and the UN Economic Commission for Europe, the Ministry of Regional Development and the State Agency for Ukraine’s e-governance, and Ukrainian municipal authorities. Together they discussed perspectives of development of smart cities in Ukraine in the context of decentralization reform.

Following the National Round Table “Smart Cities – Innovations in Local Governance” in Ivano-Frankivsk, 30 – 31 March, 2016-a “Call for Applications on Expression of Interest” among CBA’s partner municipalities was announced. The project received 38 applications from 25 cities. After thorough review and screening of the applications by the Selection Committee, 27 applications from cities were endorsed to be further developed into full-fledged, micro-project proposals on innovative governance initiatives. CBA primarily works with 25 medium-size cities from 12 oblasts and 2 ‘model cities’ (Ivano-Frankivsk and Voznesenk), that provide mentorship and advisory support for innovative governance to the partner municipalities. Both Ivano-Frankivsk and Voznesenk are in the process of finalization of their own proposals which are to be supported by the project.

### 5.5 Smart Cities Achievements in 2016:

**1. On 29-30 June, 2016** a CBA hosted cluster training for partner cities on innovative governance project implementation in Kyiv for representatives of approved, “Smart Cities” micro projects from 22 cities. Participants learned about specifics of the implementation of micro-projects in innovative governance, about terms and procedures of the CBA Project implementation, and were exposed to the experience of more advanced cities which have already been implementing electronic governance and “smart city” solutions.

Expert and Head Coordinator of “Kyiv Smart City,” Yuriy Nazarov shared best practices and lessons learned or participants on the introduction of e-services in Kyiv. Representatives of the Foundation of Innovations and Development presented CBA participants with various “smart solutions” available, and demonstrated various initiatives which were designed at the municipal level. During the second day CBA experts in Community Development, Innovative Governance, and engineers presented information on the terms and regulations of the innovative governance micro-projects’ implementation. Timeframes and requirements for micro projects development were presented and discussed.





**2. From July – September, 2016**, the CBA project team including Community Development Specialists Innovative Governance Officers, and Project Engineers, completed monitoring visits to partner municipalities to facilitate the process of micro-project proposals development and finalization, as well as to discuss implementation of smart cities' initiatives with the local authorities and community representatives.

On 15-16 December, 2016, the CBA gathered 25 partner cities at the Kyiv Smart City Hub for the cluster training, "Smart Cities - Innovations for Local Governance. Global and National Tendencies: Best Practices in Local Governance / Smart Cities, Which Are Applicable for Ukraine." Trainers with experience of large, innovative projects from the Kyiv City Administration shared their experiences in "E-procurement," "Informational Analytical Systems for Managing City Property in Kyiv," "Informational Analytical System for Financial Management."

#### Additional trainer discussions:

1. Oleksandr Markus, Delegate of the German Foreign Trade Commission in Ukraine: experience of using innovative approaches for raising investments to the city.
2. Olena Starodubtseva, Head of Educational Center of ProZorro: e-systems as innovative instruments for governance.
3. Volodymyr Foltz, Head of CO "Electronic Democracy," best practices of e-democracy implementation on local level.
4. Yaroslav Boyko, co-facilitator of Kyiv Smart City: practical implementation of the "Smart City" concept and the real changes it can bring.



# 06

## Support to IDPs

CBA's methodology is specifically designed to address the varied and acute needs of individual communities to improve living conditions. Existential shocks to the socioeconomic ecosystem of Ukraine are nothing new to rural communities or CBA, but the continued hostilities in the Donetsk and Luhansk Oblasts have continued to wear down not only morale in poorer, more rural areas that absorbed significant numbers of IDPs. CBA has provided an excellent vehicle to rapidly support renovation projects in communities for example to immediately provide shelter, and in some instances long-term accommodation. CBA in partnership with local authorities and community organizations has renovated lodging and social care centres for the most vulnerable IDPs-women, children, the elderly and people with disabilities.



*“While some of these accommodation centres have inefficient utility facilities which can be quickly improved, others suffer from utility inadequacy-rendering them unliveable during winter...”*

## Changes introduced in implementation of the Project

### 6.1 Background:

The Revolution of Dignity at Maidan Square and the disposition of former Ukrainian President Viktor Yanakovich provided both enormous chances and challenges for a more democratic Ukraine. Conflict with separatist forces with foreign support and the Government of Ukraine, specifically in the Donetsk and Luhansk regions have evolved into a full-fledged armed conflict. The conflict in Ukraine has produced the largest displacement of Europeans since the Balkan wars. While official figures of internally displaced persons (IDPs) seeking safety in neighbouring is estimated at 1.63 mil. People, the number is believed to surpass 2 million. In many cases, IDPs once believed to be relocating temporarily, are faced with a lack of available support, jobs, and above all a notion that their return to their homes is becoming increasingly prolonged if not indefinitely. From an infrastructural perspective, community buildings that were built during Soviet times, have been subject to significant overcrowding and overuse. Further, derelict and dilapidated buildings with no running water are the only available homes for IDPs.

### 6.2 Key Problems – Shelter & Utilities:

Above all, IDPs need shelter. Some shelters are permanent structures but many are temporary. Insufficient space to accommodate IDPs and inadequate utilities on the premises are the most pressing issues. While some of these accommodation centres have inefficient utility facilities which can be quickly improved, others suffer from utility inadequacy-rendering them unliveable during winter.

### 6.3 CBA Interventions:

To address such varied inadequacies, a wide range of interventions are required – from immediate humanitarian support to medium/long-term recovery efforts. Consequently, it was proposed that CBA support local governments and host communities in tackling the above issues while keeping the most vulnerable IDPs in focus. The scope of CBA interventions includes the rapid rehabilitation of residential structures either currently occupied or to-be-occupied by vulnerable IDPs for winterization; capacity building of service providers (hospitals) via rehabilitation and equipment support; providing information and counselling to IDPs, dialogue and reconciliation tools; and creating an enabling environment to create jobs for IDPs via temporary and permanent work opportunities.

### 6.4 Micro-Project Implementation:

Since inception CBA has approved and implemented 34 micro-projects in 9 oblasts hosting the largest numbers of IDPs, namely Donetsk, Luhansk, Dnipropetrovska, Kharkivska, Poltavska, Zaporizka, Odeska, Cherkaska and Vinnytska. Each oblast received a quota for implementation from CBA for IDPs' with micro-projects aimed at improving living conditions in each of the nine oblasts, with an overall budget of more than USD 1.3 mil. In total, 26 social infrastructure objects for IDPs were renovated in 9 oblasts of Ukraine. All these objects reconstructed under the CBA Project were officially opened. In total, more than 3,500 internally displaced persons benefited from the CBA support.



*At the opening ceremony, Anatoliy Oliynyk, Head of Vinnytska Oblast Council, remembered how the first IDPs from Crimea arrived to the region two years ago; “Today Vinnytsia hosts 42 families of Crimean Tartars.*



### 6.5 Achievements in 2016:

**On 18 February 2016**, an official opening of the building for temporary accommodation of internally displaced persons took place in Barvinkove city, Kharkiv. The building underwent major repairs with CBA support. Repairs included installing insulated doors, windows, as well as repairing individual apartments, toilets, and the heating system. This facility can now host over 30 IDPs.

**On 29 March 2016**, in Yampil city, Vinnytsia, officially opened the CBA reconstructed ‘Dnister’ Hotel for accommodation of IDPs. The building shelters around 40 persons. Present at the opening ceremony were both the Heads of the Vinnytsa Oblast State Administration, and Council along with CBA experts and regional coordinators, along with local authorities and IDPs. The hotel saw a major repair of its premises, including installation of new windows, doors, as well as a renovated heating, water supply and sewerage systems. It also received some new façade and paint work.

At the opening ceremony, Anatoliy Oliynyk, Head of Vinnytska Oblast Council, remembered how the first IDPs from Crimea arrived to the region two years ago; “Today Vinnytsia hosts 42 families of Crimean Tartars. We also actively support relocated Donetsk National University. The lessons that we received thanks to cooperation with CBA will be useful for the future activities to be implemented in the framework of Ukraine’s association with EU.”

Andriy Gyzhko, Deputy Head of Vinnytska Oblast State Administration, discussed the durability of collaboration with CBA both during peacetime and since the war: “When we were signing our first cooperation agreement seven years ago, we were dealing with purely development activities: constructing water pipelines, procurement of school buses, street lightning. However, two years ago, everything drastically changed. The country is at war. We need to understand that each IDP arriving to the Vinnytsia region is a citizen of Ukraine like all others. These people need to feel our care and empathy. We are grateful for the project in Yampil!”



“At the moment, there are many unfinished or neglected buildings in the Zaporizhya region that were never put in order. With support of the CBA project, we conducted a detailed analysis of such buildings in the rayons with the highest number of IDPs staying there. First, we plan to renovate objects like this boarding school that has not been repaired for 20 years. Today we are opening this premises, that was turned habitable.”

Kostyantyn Bryl, Head of Zaporizhya Oblast State Administration



**On 25 April 2016**, CBA hosted the official opening of a renovated boarding school in the small village of Novomykolaivka, Zaporizhya region. From now on it will function as an accommodation center for IDPs. The premises underwent complete renovation including replacement of windows and doors, repair of the roof, internal structures, and most critical the heating water, and sewage systems. The repaired boarding school can host around 100 persons. It is expected that majority of residents will be women, children and elderly persons.

Members of the Zaporizhya Oblast State Administration, CBA Rayon State Administrations and Councils Officials, Representatives of local authorities and internally displaced persons from Donetsk and Luhansk regions were all present to celebrate the event.

“At the moment, there are many unfinished or neglected buildings in the Zaporizhya region that were never put in order. With support of the CBA project, we conducted a detailed analysis of such buildings in the rayons with the highest number of IDPs staying there. First, we plan to renovate objects like this boarding school that has not been repaired for 20 years. Today we are opening this premises, that was turned habitable” remarked ostyantyn Bryl, Head of Zaporizhya Oblast State Administration during the oficial opening with CBA.



**On 24 May 2016**, the official opening of the refurbished accommodation center for IDPs took place in Sofiyivka village, Dnipropetrovsk. The major repair of the building, including window replacement, roof repair and finishing works was done by CBA.

The accommodation center now can host 70 people, including four IDP families who moved in on opening day. This center in Sofiyivka marks the fifth object repaired in partnership of the local authorities with CBA, repair costs were approx. UAH 1.5 mil.

The Head of Dnipropetrovsk Oblast Council, CBA staff, and IDP families were all present to celebrate this community victory. Also present were CSO leaders who were involved in the implementation of the project. Serhiy Kondratenko, representative of a local charity organization, "We successfully spent the grant allocated by UNDP in order that the IDPs have roof over their head. Because, what really matters for each person? To have a place to live. Now, people have such place thanks to the project".

Olena Onipko, an IDP from Horlivka, is happy to have her own place to live after since leaving the conflict area: "We are truly glad that our problem was not forgotten, that such project was implemented for IDPs for those who need accommodation."





---

# 07

# Knowledge Management

The Knowledge management component of the CBA aims to document, systematize and disseminate experience gained in the area of community-based local sustainable development. This is done through the Knowledge Management Hub (KMH) and via curricula for specific courses of higher education. CBA III strengthens the Knowledge Management Hub as a mean of knowledge exchange, platform for broader policy discussions and involvement of all stakeholders into the policy dialogue. Results of 2016 indicate that CBA has been effectively following the path of knowledge documentation and dissemination and that its activities are highly transparent. More information is available at [www.cba.org.ua](http://www.cba.org.ua), <http://rozvytok.in.ua> and [www.kp.org.ua](http://www.kp.org.ua).

*“In an effort to continue developing policy solutions at the grass-roots level, in 2016, CBA strengthened partnership with Ukrainian Association of District and Regional Councils (UADRC) and Association of Village and Settlement Councils (UAVSC) by signing Grant Agreements with both Associations both in March, 2016.”*



### 7.1 The Knowledge Management Hub (KMH) as part of CBA's Methodology

As part of Phase III, CBA has utilized the KMH to ensure the continuation of project activities after the project closure and to support the establishment of enabling environment for individual-level development and further operationalizing the KMH as a means of knowledge exchange via:

1. Promoting KMH as a platform for more inclusive and enabling policy dialogue for all stakeholders;
2. Documentation and dissemination of lessons learned via innovative and accessible means;
3. Drafting policy recommendations for local self-government and decentralization reform in Ukraine.

In an effort to continue developing policy solutions at the grass-roots level, in 2016, CBA strengthened partnership with Ukrainian Association of District and Regional Councils (UADRC) and Association of Village and Settlement Councils (UAVSC) by signing Grant Agreements with both Associations both in March, 2016. The Resource Centre [www.rozvytok.un.ua](http://www.rozvytok.un.ua) and the Knowledge Portal ([www.kp.org.ua](http://www.kp.org.ua)) as well as an expert group created with the support of CBA became instrumental in launching broad participatory discussion and aggregating recommendations from communities; local authorities, experts and Ministries' representatives.

# Activity 7

## Operationalization of the Knowledge Management Hub (KMH)

### 7.1.1 Operationalization of the Knowledge Management Hub (National Resource Centre for Sustainable Local Development)

The Knowledge Management Hub (National Resource Centre for Sustainable Local Development) was created in 2012 by the Ukrainian Association of District and Regional Councils (UADRC), with support of CBA. The KMH's main objective is to document, systematize and disseminate knowledge about the community-based approach methodology and its best for actual and potential partners.

CBA has supported the KMH with four separate grants since 2012. After demonstrating significant, practical results in its daily activities a Grant Agreement was signed in March, 2016 between UNDP and the UADRC to continue and expand the KMH's role in the dissemination of information and policy development in local self-government and territorial reform. Envisaged cost of the activities under this Agreement was USD 73,439, of which CBA contributed USD 63,892 and UADRC gave USD 9,547.

#### **In accordance with the approved workplan and agreement signed with the UADRC and CBA, the KMH activities for 2016 produced:**

- + 12 policy recommendations prepared, 5 national round tables were organized;
- + UADRC organized and conducted 4, specific special, two-day "cluster" trainings;
- + Cluster trainings were conducted in 4 different regions – Dnipro, Lviv, Kyiv and Odesa. In total, all 24 regions were covered;
- + 250 people participated in these "cluster trainings" (Heads, Deputy Heads of rayon councils, experts, representatives from the Ministry of Regional Development and oblast councils). These events helped to raise professional level of the participants;
- + The KMH web-portal was re-designed and re-constructed;
- + 10 electronic information bulletins were prepared and distributed among partners and other interested parties.



# Activity 8

## Providing policy support to the legislative and executive branches and supporting advocacy efforts of collective actors (Ukrainian Association of District and Regional Councils, Association of Village and Settlement Councils)

### 7.1.2 Improvement of Legislation on Local Governance

In accordance with the European Charter on Local Self-Governance, in 2016, KMH experts further worked on improvement of legislation in local governance, using the main principles of the Charter such as principles of subsidiarity, guarantee of financial capacity, and autonomy of local self-governance.

Additionally, the UADRC provided expert and analytical support in the preparation of policies on local self-governance, local and regional development, territorial organization of power, as well as financial and organizational aspects of the framework in accordance with the Concept of Reform of Local-Self-Government and Territorial Organization of Government in Ukraine.

By the end of 2016, 12 policy recommendations were prepared by the KMH expert team to improve legislation for local governments. Additionally, 5 national round tables were organized and conducted on the issues of the reforms of local self-governance and territorial organization of power with the participation of national and local self-government bodies and their associations.

#### **During 2016, the KMH expert team implemented a range of actions in the following:**

- + Successfully influenced the legislative process by thematic areas of activity;
- + Continuously monitored and reported on the legislative processes held in the Verkhovna Rada, central executive bodies, and the Secretariat of the Cabinet of Ministers of Ukraine;
- + Provided expert and analytical support in the drafting of regulatory acts on local self-governance issues, decentralization of executive bodies authorities, budgetary and fiscal decentralization, regional and local development, territorial organization of authorities, administrative territorial division, and other organizational and legal aspects pursuant to the regulations and action plan of the Concept on reforming of local self-governance and territorial organization of authorities in Ukraine;
- + Considering quantitative and qualitative information monitored and gathered specific recommendations and advisory services were focused on:
  - o the fight against corruption in local self-governance bodies;
  - o improvement of arrangement of local self-governance bodies and their officials' activity;
  - o formation and execution of local budgets, local financial management; social security and aid;
  - o regional and local development, design of projects and programs and their financing from the State Fund of Regional Development and transfers from the state budget aimed at establishment of infrastructure of amalgamated territorial communities.

## 7.2 Awareness Raising on Decentralization

In the context of continuous legislative changes in the country, the UADRC has carried out an awareness-raising campaign for officials from local self-governance bodies, deputies of local councils. By end of year, 2016, the UADRC Association organized awareness-raising events via round tables, trainings, webinars, workshops, consultations regarding reforming of local self-governance and territorial organization of authorities with the involvement of representatives from central and local executive bodies, local self-governance bodies and their associations, regional reforms offices.

### **Specific areas of awareness-raising on decentralization efforts:**

- + “Key point of decentralization as a factor of country growth – ensuring local self-governance: - basic aspects of decentralization in Ukraine (territorial basis, powers, responsibilities); current status and outlook”;
- + “The Draft Law of Ukraine «On amendments to certain legislative acts of Ukraine to extend the powers of local self-governance bodies in disposal of land plots and enhance state monitoring over use and protection of land” (registration № 4355);
- + “On ways to improve a mechanism of attracting investments by local self-governance bodies from the State Fund of Regional Development aimed at financing of regional and local projects and programs, decision-making regarding their co-financing”.
- + “Improvement of cooperation between local self-governance bodies and central executive authorities, both directly and through their associations” - a working meeting of representatives from central executive authorities and newly-appointed heads of regional and district local self-governance bodies;
- + Consultations regarding approval of the Concept on optimization of a system of the territorial organization of authorities and establishment of new territorial basis for distribution of executive bodies and other state agencies, including hospital districts. The Association presented draft Resolutions of the Cabinet of Ministers of Ukraine “On optimization of a system of territorial bodies of ministries and other central executive authorities” and “On establishment of administrative districts (optimization of territorial bodies of ministries and other central executive authorities)” elaborated by the KMH expert team.

### 7.2.1 Decentralization Cluster Trainings:

In addition to awareness raising, the KMH expert team implemented trainings and seminars for representatives of local self-governance. Additionally, in 2016 the UADRC organized and conducted 4 special two-day “cluster” trainings in Dnipro, Lviv, Kyiv and Odesa regions, covering all 24 regions of Ukraine. Increasing the capacity of more than 250 representatives of local self-government bodies.

#### Specific cluster Trainings:



- 1 Organizational legal and staff management;
- 2 Management of collective ownership (property) of territorial authorities by regional and district councils;
- 3 Elaboration and maintenance of programs, projects of regional and local development, other actions financed from local budgets;
- 4 Ensuring openness and publicity in the functioning of local self-governance bodies, improvement of instruments for media coverage of draft resolutions of local self-governance bodies.
- 5 Attraction of investments from the state budget and international technical aid for realization of local and regional programs on social and economic growth;



### 7.2.2 KMH Media Monitoring, e-Bulletins

In order to increase the dispersion of information about the KMH, in 2016 news was posted on different web-based platforms in order to distribute information on the Resource Center's activity. Also in 2016, the KMH prepared daily Media Monitoring bulletins on local governance reform and territorial organizations of power. Media monitoring information was distributed by e-mailing a contact list of rayon and oblast authorities. In total, ten e-bulletins were prepared and disseminated among UADRC and CBA partners and other stakeholders.

### 7.2.3 Moderation and Updating of the KMH web-portal:



With the expansion of CBA in innovative governance, as well as the necessity to further promote the KMH portal, in 2016 the KMH web-portal was fully re-designed, re-constructed. Additionally, the KMH team organized and conducted a special, free webinar on anti-corruption with the participation of national and local self-government bodies and their associations. Constant moderation and regular updates of the web-portal have been completed. The KMH Web-portal remained an important instrument of communicative interaction of KMH expert team with local self-governance bodies, experts, and communities. The web-portal moderator has proven to be responsive to user questions, including re-addressing queries to relevant experts.

## 7.3 Improving Effectiveness of the Ukrainian Association of Villages and Settlement Councils (UAVSC) on Raising Public Awareness and Policy Making

In 2015, CBA established partnership with the All-Ukrainian Association of Village and Settlement Councils (UAVSC), with the overall goal of building UAVSC capacity as a center of national level policy-advice and in to build the capacity of its members. Consequently, the first Grant Agreement was signed in January 2015 between UNDP and UAVSC to enhance the utility of the KMH web-portal by improving the structure and size of its data base; human resource development for exchange of knowledge on community based local development; online networking and grassroots based policy recommendations.

UAVSC activities in 2015 brought significant results. A special Knowledge Portal was developed as a local governance information network for village and settlement councils of Ukraine, linking practitioners, professionals and policy makers in the field of participatory governance and community based development. The Knowledge Portal facilitated virtual and face-to-face sharing between community members, community organizations, village and settlement authorities, development organizations, civil societies, academia and donors. The UAVSC also created a special online distance learning system to enhance capacities of its members in decentralized governance. More than 1,000 local, self-government representatives have already completed the first, four distance courses on the platform: "Project Management for Capable Territorial Communities," "Communication Strategies for Rural Economic Development," "10 Steps for Successful Implementation of the Community Project," and "Capacity Building and Management of Territorial Communities."

## 7.4 Knowledge Portal



Taking the abovementioned achievements into consideration, a second Grant Agreement was signed in March, 2016, between UNDP and the UAVSC for enhancing the utility of web-based 'Knowledge Portal' [www.kp.org.ua](http://www.kp.org.ua) through improvement in the structure and expansion of database; human resource development for exchange of knowledge on community-based local development; online networking and grassroots-based policy recommendations. The cost of activities in the Agreement was USD 67,487, while the CBA share was USD 50,939, and the UAVSC share was USD 16,548.

### Specific Results in 2016:

- + The current Knowledge Portal was enriched through additional dynamic features making it more accessible of serving as a full repository of knowledge for territorial reform, decentralization, community-based local sustainable development, and management of local council affairs.
- + The portal facilitated virtual and face-to-face knowledge sharing with members of the UAVSC and its regional units.
- + A new service was added – "Question and Answer" for direct feedback with users/beneficiaries.
- + The "News", "Grants and Tenders," and "Library" section structure and became more visually friendly and easy-to-use.
- + Additional communication and information tools were also added. Sections became more dynamic.
- + 753 dynamic pages/sections were added: publication of best practices, news on decentralization reform, innovation and environment, international experience, legislation, announcements etc.
- + New structure of content allowed new opportunities for audiences by following their preferences and adapting materials to the user. In total, for 2016,
- + In 2016 alone, the number of portal visitors was 11, 036 (1, 226 web-visitors per month), where visitors viewed 69, 207 individuals cite pages in total (7, 690 pages per month).

#### 7.4.1 Online Training and Public Awareness System:

In 2016, the recently created online, distance-learning system was further developed. CBA further diversified the online, distance courses to cover: rural development and how to use local actives; readiness of rural communities to self-organize; visualization of communities as an instrument for their strategic planning and development; forming linkages between rural farms; the role of local self-governance in the system of rural economic development; ecological aspects of rural economic development; harmonization of rural development and agro-sector, corporate social responsibility of businesses; and human and social capital as instruments for development of rural communities in Ukraine.

A total of 10 online courses for different aspects of community development were conducted via the Knowledge Portal training 2,408 individuals in 2016 alone. The target audience included representatives of village and settlement councils, amalgamated territorial communities, and community organizations.

##### **Also in 2016, the UAVSC Association developed 6, new distance online courses:**

- + "Budget Processes as a Part of the Strategy for Development of Amalgamated Territorial Communities" (211 participants),
- + "Development of the System providing Administrative Services in the Context of Decentralization Reform" (256 people), "Cooperation of Territorial Communities" (205 participants),
- + "Cooperatives" (120 participants),
- + "State Finance Support of Local Self-Governance" (186 participants),
- + "Peculiarities of Preparing Infrastructure Projects" (204). In total, 1, 182 people participated in these 6 new distance online courses.

##### **Also during the year 2016, 4 previous online courses were repeated:**

- + "Management of the Community Territories" (343 participants),
- + "Communication Strategies" (117 participants),
- + "10 steps to Writing a Successful Micro project" (494 participants),
- + "Social and Economic Development of the Territories" (153 participants).
- + In total, 1, 107 people were trained.



“Starosta – Trusted Manager.” (pictured) Based on the joint, UAVSC and CBA Knowledge web-portal [www.kp.org.ua](http://www.kp.org.ua) the 4-week course helped raise awareness of people on the process of decentralization and understand the roles of various actors of the reform. The course had both theoretical and practical parts. Participants were capacitated with a comprehensive understanding of the legal position of a Starosta, his/her rights and responsibilities, and practical tasks to help to master the knowledge of policies and procedures.

### 7.4.2 Policy-Making

The political situation in Ukraine and the importance of decentralization reform cooperation at the local community and governmental level, the UAVSC expanded its activities across Ukraine. In 2016, the UAVSC maximized its use of the Knowledge Portal and strengthened its membership base for making policy recommendations. The UAVSC also undertook opinion gathering drive and virtual dialogues on the matters of policy relevance (related with decentralization, local self-governance, territorial reform etc.).

### 7.4.3 UAVSC Accomplishments

- + UAVSC experts provided free, legal consultations on decentralization reform and local governance via the Knowledge Portal, specifically in amalgamation of capable territorial communities.
- + Association members discussed draft laws using the portal Forum on three main topics: decentralization (14 draft laws discussed), local self-governance (10 draft laws) and land legislation (3 draft laws). In total, 29 draft laws were discussed.
- + The UAVSC Association organized and conducted 4, inter-regional round tables to discuss opportunities and methods on improving the legislative framework for decentralization in Ukraine. Round tables were conducted in Cherkasy on 26 August (80 people), Mykolayiv on 15 September (45 people), Ternopil on 18 October (60 people) and in Khmelnytskyi city on 15 December (53 people). Round table participants included: Heads of Villages, Settlement Councils, and Amalgamated Territorial Communities, Starostas of the Regions, Representatives of the Office of the reforms, Central Gov. Authorities and experts. In total, 238 people took part at the round tables.
- + On 23 December, 2016, the UAVSC Association organized and conducted a final inter-regional Local Government Forum “Local Self-Governance in Ukraine” in Kyiv city. In total, 150 people participated in the Forum: Heads of village and settlement councils, Heads of amalgamated communities from all regions, starostas, local self-government representatives, experts.

## 7.5 Curriculum Development Component

Within the framework of its knowledge management component, in 2016 CBA III continued to expand its network of academic institutions from all regions of Ukraine and to further build their capacity to teach courses on sustainable development, specifically within Ukraine’s Decentralization Reform. Besides, the CBA further integrates community-based approaches to local governance and development in the curricula of academia and educational institutions.

### 7.5.1 Training of Trainers (ToT) Karpaty, Zakarpattya

On 11-14 February 2016, in the village of Karpaty, Zakarpattya region, CBA hosted a training of trainers on the course “Community-Driven Sustainable Development.” The ToT was organized in conjunction with CBA’s partner universities. During this four-day event, participants representing the National Network of Partner Universities with CBA learned methodologies for developing case studies for a training, how to build efficient trainings. The training consisted of 6 modules on facilitating cooperation with communities, including team work and proactive personality; social mobilization in communities; identification of community needs and project management; conflict sources and mediation; recommendations regarding fundraising for addressing community challenges, and implementation of joint initiatives. During this training, the participants also made up an action plan for 2016 and were given lessons on how to ‘be the best trainer’ themselves. All participants became certified trainers.

### 7.5.2 Resource Centers

To ensure further institutionalization and formalization of the National Network of Partner Universities, the CBA Project supported establishing and opening of the university resource centers on sustainable development. In 2016 10 universities opened their resource centers, in total as of 2016, 20 resource centers on sustainable development were established. In 2016, a contest between resource centers was conducted and 4 best of them in Chernihiv, Poltava, Sumy and Vinnytsia were provided with office equipment.





### University Resource Centres on Sustainable Local Development Starobilsk, Luhansk



**On 2 March 2016, CBA opened the Resource Center for Community Development in Starobilsk, Luhansk region. Luhansk Shevchenko National University was relocated to Staroblinsk to avoid the conflict.** The kickoff included a round table for all participants to share their proposals and vision of the future activities of the Resource Center. The event was opened by MP Vitaliy Kurylo, Head of the Supervisory board of Luhansk University. MP Kurylo was one of the original supporters of the University Resource Center. The Head of Starobilsk rayon state administration, Head of Political Sciences and Law Faculty, Coordinator of Public Relations for the Ombudsman on Human Rights in Luhansk region, Deputy-Principal on Scientific and Pedagogic Activities, as well as CBA project coordinators were also present. Iryna Mygovych, Head of the Center for International and Academic Activities and newly appointed head of Resource Center at Luhansk University, briefed the audience how the Center was created and shared activities plan for 2016. The opening of this resource center allows for Luhansk National University to open introduce CBA methodology to Ukrainian students and continue partnership between CBA and academia.





**On 30 March 2016, Vinnytsia hosted two events aimed at enhancing cooperation between CBA and the National Partner Universities Network.**

The meeting at the Vinnytsia Institute of Trade and Economics was dedicated to reviewing last year's activities of the Resource Center, and the presentation where the Center Coordinator presented an activity plan for 2016. Additionally, since the Vinnytsia Institute won several categories during the 2015 assessment of activities, the Resource Center received some useful presents, one Center was given a laptop and a scanner/ printer station.

The same day CBA experts met with representatives of Donetsk National University, who recently joined the CBA University Network. Roman Hryniuk, Rector of Donetsk National University, signed a Memorandum of Understanding between UNDP and the university, and informed that has already signed a decree about creation of Information and Resource Center for scaling up the activities aimed at promoting sustainable development, decentralization and realization of constitutional rights of territorial communities for the management of their territories, facilitation sustainable development through training and activation of research in this area. There are premises allocated for the Center and a sign plate that was presented at the meeting with the CBA Project. The faculty staff and students of the University that relocated from the conflict zone are willing to actively participate in activities of the Network.

**On 5 April 2016** CBA hosted the official opening of a Resource Center for sustainable development took place in Drahomanov National Pedagogic University in Kyiv. At the event, an Action Plan for 2016 was signed in accordance with the All-Ukrainian Action Plan of the CBA University Network. CBA staff presented an overview of an urban component of the CBA to students and University management. It is planned that in 2016 the activities of the CBA network will be focused on smart cities development and e-governance.



**On 14 April 2016, a Resource Center for sustainable development was officially opened in Cherkasy, “European University.”** The University joined the National Network of CBA Partner Universities created in February 2016. The Cherkasy “European University” became the third university in the Cherkasy oblast that joined the CBA University Network. In his welcome speech, Viktor Shpyliovyi. The director of European University highlighted their interest in cooperation and implementation of joint activities to promote principles of sustainable development, decentralization and community-led, local governance through wide engagement of the students. The CBA project coordinator in Cherkasy presented the CBA methodology and the project’s achievements since inception to students and faculty. Vasyl Stetsenko, the Deputy Head of Regional Development Department at Charkasy Oblast State Administration was also in attendance and stressed the importance of promoting the concepts and experience of community-led local development. The Resource Center Coordinator at presented to the audience the activities plan for 2016 and the main objectives of the Center.



**On 27 April 2016, a Resource Center for Sustainable development was officially opened in Ivan Franko Zhytomyr State University by CBA.** Present at the opening event CBA staff, the Rector of Zhytomyr State University, and the vice-rector for education/coordinator of the Zhytomur University Resource Center, faculty staff and students. Participants learned about UNDP project activities, discussed the aspects of local community development, sustainable development of Zhytomyr region, possibilities of cooperation between the University and CBA, local authorities, and business. Additionally, the work plan for 2016 for the Resource Center was presented.



**On 28 April 2016, a University Resource Center was opened by CBA staff from Kyiv and the Resident Coordinator at Lutsk National Technical University.** Students of Lutsk National University also joined an initiative organized for the: Week of Sustainable Development Week, which among other things included planting trees near the University compound.

### 7.5.3 Open Lectures on Sustainable Local Development Chernihiv National Technologic University



**On 28 January 2016, an open lecture and discussion on the topic “Sustainable Development in Ukraine: Myth or Reality?” took place in Chernihiv National Technologic University.** This event was organized by CBA, British Council in Ukraine, and the NGO “Chernihiv Evropeiskiy.” Target beneficiaries were evacuated, University students from Donetsk and Luhansk. CBA and local experts briefed the student audience on specific areas of project implementation in their region. The lecture’s overarching goal was to educate the participants on how to create an enabling environment for sustainable socioeconomic development by promoting community mobilization and best practices to develop and implement local, community initiatives throughout Ukraine.

Participants also discussed issues of CSO development, overcoming poverty, capacity gaps, energy saving and energy efficiency. There was also a lively discussion on the important components of sustainable development, including economic, environmental and social impact. “The Social component the sustainable development is really vital. When community organizations learn to take decisions independently and implement them together, their lives changes for better. Therefore, to achieve the sustainable development of society it is vital that every person has a chance to shape his/her life activities, has the right to take decisions, implement them and monitor the progress,” summed up one of the participants.



#### 7.5.4 Joint Strategic Session for CBA Partner Universities' Network to Discuss Smart City Development Zolochiv, Lviv

**On 14-15 April 2016, Lviv-CBA hosted the special strategic session attended by the regional coordinators of CBA and coordinators of Resource Centers of partner Universities.** The event began with a field visit to Zolochiv, Lviv region, where participants visited a solid waste landfill with modern sorting and storage technologies. Participants learned how the landfill functions, and learned from the landfill's staff about ecological security, cost-effectiveness, sorting technology, and waste management. Participants went on to visit an association of co-owners of multi-apartment buildings (ACMBs) established in Zolochiv with CBA support. During this visit, they met with the ACMB members who shared their practical experience and told about their cooperation with the city authorities. After the practical introduction, a strategic session began with drafting a concept of sustainable development in smart cities with participation from CBA's University Network. CBA staff briefed participants on the achievements and plans of the CBA University network. A CBA Community Development Specialist, introduced the new component – smart cities and innovations in urban governance.

The participants were trained in best practices on cooperation between municipal authorities and Universities in Lviv, Zakarpattya, Poltava and Dnipropetrovsk regions, as presented by CBA regional coordinators. Olena Shershnyova from the National University of "Ostroh Academy" discussed a sociologic survey from Rivne region regarding the quality of work of administrative services centers conducted by the students of this University. Based on the results of discussions, the participants approved a Joint Action Plan to facilitate cooperation between the municipal authorities and Universities in urban development using Smart Cities and e-Governance components.





### 7.5.5 All-Ukrainian Student Debates on Sustainable Local Development, Odesa

**On 14-15 April 2016, Lviv-CBA hosted the special strategic session attended by the regional coordinators of CBA and coordinators of Resource Centers of partner Universities.** The event began with a field visit to Zolochiv, Lviv region, where participants visited a solid waste landfill with modern sorting and storage technologies. Participants learned how the landfill functions, and learned from the landfill's staff about ecological security, cost-effectiveness, sorting technology, and waste management. Participants went on to visit an association of co-owners of multi-apartment buildings (ACMBs) established in Zolochiv with CBA support. During this visit, they met with the ACMB members who shared their practical experience and told about their cooperation with the city authorities. After the practical introduction, a strategic session began with drafting a concept of sustainable development in smart cities with participation from CBA's University Network. CBA staff briefed participants on the achievements and plans of the CBA University network. A CBA Community Development Specialist, introduced the new component – smart cities and innovations in urban governance.

The participants were trained in best practices on cooperation between municipal authorities and Universities in Lviv, Zakarpattia, Poltava and Dnipropetrovsk regions, as presented by CBA regional coordinators. Olena Shershnyova from the National University of "Ostroh Academy" discussed a sociologic survey from Rivne region regarding the quality of work of administrative services centers conducted by the students of this University. Based on the results of discussions, the participants approved a Joint Action Plan to facilitate cooperation between the municipal authorities and Universities in urban development using Smart Cities and e-Governance components.

**All-Ukrainian Student Debates on Sustainable Local Development, Odesa** On 16-17 May 2016, 18 student teams came to Odesa to participate in the All-Ukrainian **Student Debates on Sustainable Local Development**. The debates, organized by the National Network of

Partner Universities with support from CBA, celebrated their fifth anniversary with more than 70 participants from 18 different universities. All of whom had already passed through the semi-finals in their own universities.

The event was opened by CBA core staff with Vyacheslav Tuliakov, Vice-Rector of International Relations at the Odesa Law Academy. The debates were further developed and proliferated knowledge about sustainable, local development, community-based approach, and served as a platform for discussions, idea exchanges and bringing together active youth. The 2016 debate session was focused the UN's Sustainable Development Goals (SDGs). Each team received one SDG selected on a random basis, and were tasked with giving a short presentation of the Goal for 2,5 minutes to present their argument and prove its importance.

On day two, the winning team was announced: Donetsk National University, which was currently relocated to Vinnytsia. Members of the winning team were awarded with tablet PCs and invited to attend a CBA-sponsored summer school in Kamyanyts-Podilsky, Khmelnytsky region. The Odesa Legal Academy won second place. In addition to participation in the debate, students learned how the SDGs were developed, as well everyone's role and responsibility in implementing SDGs in Ukraine. The main goal of the debate was not selecting the strongest team, but rather providing opportunities for young students to exchange opinions and ideas and promote a proactive attitude for development. The winning team appreciated the friendly atmosphere, "the spirit of competition never turned into a real rivalry." Further, participants were given support to elaborate their ideas into proposed action plans.

The students have not only learned the reasons behind the SDGs but have been also been given thorough training in each of the 17 Goals and proposed activities to achieve those by 2030. Students were treated as future experts and innovators, and encouraged that their proactive participation may contribute to positive changes. They were also encouraged to bring on the table their creative proposals that could be included the future National Sustainable Development Program. Some participants have already taken to promoting SDGs, particularly during Europe Days, like the students of Volodymyr Dahl East-Ukrainian National University in Severodonetsk city, Luhansk (pictured).

### 7.5.6 Local Development Week in 17 Ukrainian Partner Universities



**On 25-28 April, the CBA Partner Universities Network organized Sustainable Development Week that included numerous student activities focused on sustainable development and environment protection.** 17 Universities participating in the Network volunteered to participate in a "Green Tree Challenge" i.e. planting 17 trees to commemorate each of the Sustainable Development Goals to be attained by 2030. The students also came up with other ecologically oriented activities including waste paper collection and battery recycling. As Sustainable Development week coincided with several other important dates, like Earth Day and the anniversary Chornobyl Disaster, there were thematic lectures, round tables, films and photo exhibitions offered to the students.

Additionally, this special week student choose their teams to participate in the All-Ukrainian student debates on sustainable development, organized at 14 Universities. In several universities, activities were complemented by thematic student conferences, two universities conducted study trips to meet communities in their regions that implement the CBA-supported micro-projects, and learn from their experience in energy saving and energy efficiency.

### 7.5.7 Fifth All-Ukrainian Student Summer School for Sustainable Local Development



**On 18 – 22 July 2016, CBA in partnership with the Kamianets-Podilsky city council held the Fifth All-Ukrainian Student Summer School for Sustainable Local Development in Kamianets-Podilsky, Khmelnytska oblast.** The Summer School trains youth in different aspects of sustainable local development and participatory governance in line with the UNs SDGs. The school demonstrates practical solutions to student using case studies from CBA partner communities in Khmelnytska oblast, actually implementing initiatives. During these five days students will have a lot of different interactive trainings and activities. They learn to develop their own strategies of sustainable development for local communities and make visits to CBA partner communities to experience actual community mobilization to improve living conditions in practice. Forty Universities are now members of the National Network of the CBA Project Partner Universities. Out of them 17 Universities already introduced courses in sustainable local development into their curriculum. Support is aimed to support the University Network's ability to combine theoretical knowledge with practical experience.









---

# 08

# Support to Decentralization Reform

To support the decentralization process and to ensure easy access for people in newly amalgamated communities and in rural areas to admin services, CBA supported the renovation of two Centers of Administrative Services Delivery (Ukr-TsNAPs). More than 27, 000 people in Ternopil and Rivne can now easily register their business, get birth or marriage certificate, solve land issues, in addition to a host of other administrative services with these TsNAP ‘one-stop-shops,’ without traveling to regional centers.

*“ Thanks to the five, remote workstations (small brunches of the TsNAP, usually one room offices, where local residents can receive basic admin services), people in the far-distant areas of the amalgamated communities enjoy the same access to the administrative services without travelling.”*



CBA, in partnership with national, regional and local authorities opened two Centers of Administrative Services Delivery 'TsNAPs' in the Shumsk and Mylyachi Amalgamated Territorial Communities. Upon request of the Ministry of Regional Development and Construction of Ukraine to support larger scale initiatives to strengthen these newly amalgamated communities, CBA extended its support to build these TsNAPs as well as improve the capacity of administrative services for Ternopilska and Rivnenska (Shumsk and Mylyatchi oblasts respectively). On 12 October 2016 the Center was opened in Shumsk, and on 10 November 2016 the TsNAP was opened in Myliachy. These are the first TsNAPs opened in Amalgamated Territorial Communities (Shumsk) and the first CASD in rural area (Myliachy). "Now instead of travelling to other rayons our people can get services here in this Centre. Special thanks to community members who realized that the changes should start from the bottom. And authorities should be more opened to people," declared Head of the Muliachy amalgamated territorial community, Fedir Hlebovych at the opening.

Additionally, CBA reconstructed and renovated the administrative structures/ administrative service centers' premises, IT capacity, and working space. Thanks to the five, remote workstations( small brunches of the TsNAP, usually one room offices, where local residents can receive basic admin services), people in the far-distant areas of the amalgamated communities enjoy the same access to the administrative services without travelling. The objective of this pilot initiative of CBA is to develop efficient TsNAP working systems for newly amalgamated territorial communities and ideal conditions for local social services development and 'output' of institutions. The rehabilitation of administrative structures builds the capacity of local governments and communities to deliver core services through inter-council cooperation and community participation, as well as support local governments process of integration in decentralization reform.



## 8.1 Handbook in Decentralization

CBA has designed and prepared for publication this special Handbook in the framework of the pilot project “School of Decentralization,” which will be used during training activities of the CBA regional staff and project’ partners. The Handbook systematizes information on basic components of decentralization formalized in respective regulatory legal acts as well as offered social and psychological techniques of interaction in problem situations, persuasion methods and methodology of personal potential fulfilment.



## 8.2 Capable Communities as a Base for Regional Development



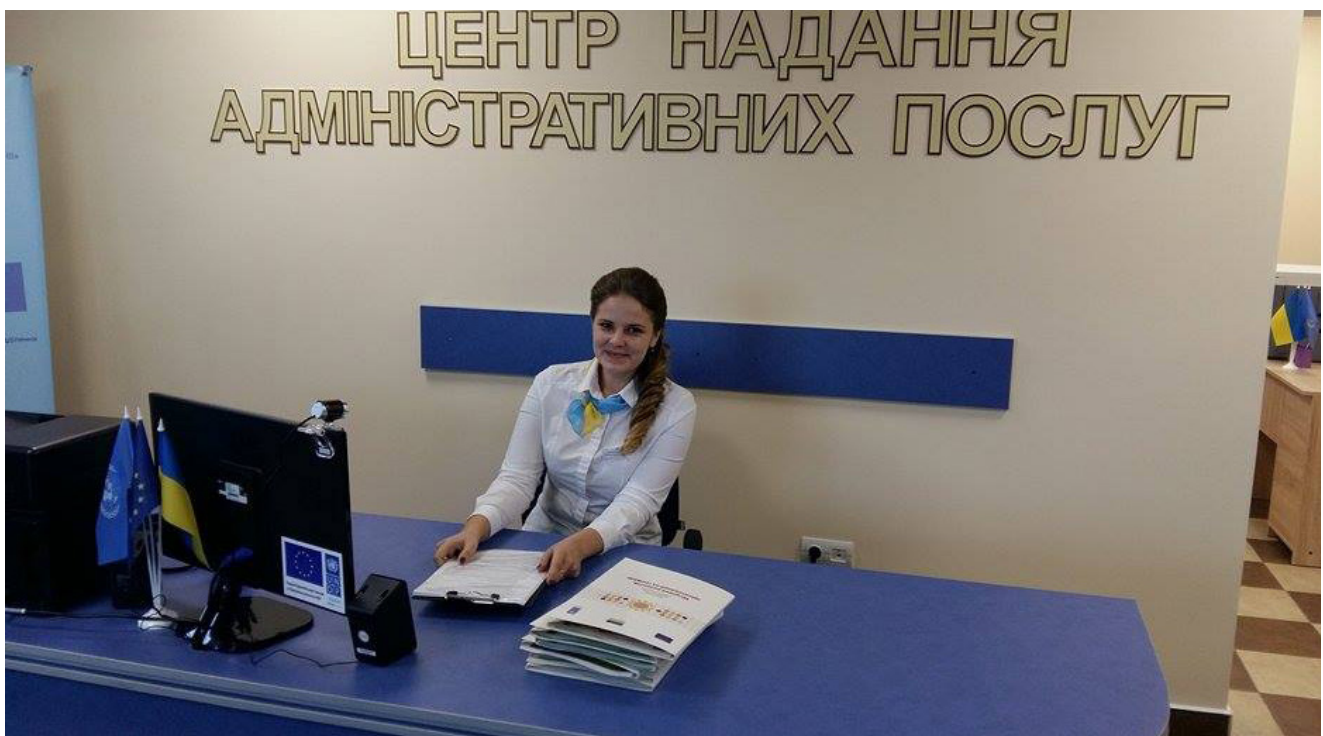
**Learning how local communities reach sustainable development through the decentralization process was exactly the main topic for discussion at the conference:**

“Capable Communities as a Base for Regional Development” in Ternopil on October 27-28, 2016. CBA gathered all stakeholders in the decentralization process – state authorities, donors, and amalgamated territorial communities. Representatives of seven regions of Ukraine shared their experience of decentralization reform implementation and learned results of the CBA pilot project “School of Decentralization.” During the conference a Handbook in Decentralization with practical exercises and cases of decentralization implementation was presented.

The Handbook will serve as a practical guide and help to educate all those involved in the complex process of territorial amalgamation, which should ultimately lead to more effective local government, better services for citizens and ultimately more empowered, capable and resilient communities in all of Ukraine. The Handbook is the result of CBAs pilot: “School of Decentralization” in collaboration with the CBA partner Zaporizhzhya National University (ZNU). This pilot initiative addresses the overall level of preparedness of the population, businesses, NGOs and local authorities to the changes associated with the process of decentralization. The aim of the conference was to clarify how a territorial approach to local development, driven by developmental local authorities, could be promoted through CBA supported programs and projects with a view to promote economic development, social cohesion and environmental sustainability. This may help to reconnect the decentralization and development agendas, while helping to translate the new Community vision on the role of local authorities and communities into a coherent set of support strategies in different country contexts



**On 17 May 2016**, four members of the European Parliament visited Lviv region to visit local, CBA-community initiatives. MPs, who are members of the Budgetary Control Committee responsible for controlling the spending of EU money, are visiting Ukraine to see how EU aid for supporting the reform process in Ukraine is being used on the ground. Head of Delegation, MP Inge Gräßle (Germany) and her colleagues Joachim Zeller (Germany), Derek Vaughan (UK), Ryszard Czarnecki (ECR, Poland) were briefed about the implementation of the CBA project in Lviv region during 2008-2016. The guests visited Luky village, Sambirsky rayon, where they saw the results of microprojects on energy efficiency in a local kindergarten where CBA supported the complete renovation of a boiler house with energy-saving, gas condensing boilers. Thanks to this initiative, the village community saved some 19,000 m<sup>3</sup> of gas during the last heating season.





**During the visit**, local community members told the Delegation about their experience of a bottom-up approach in their village, participatory planning, the training process, selection of contractors, project management and monitoring of the executed works, community audit, and maintenance of results after handover of the objects. Vitaliy Kimak, Head of Sambirsky Rayon Council, noted that the key achievement of partnership of the local community CBA was the general promotion of a proactive attitude of community that contributes to both sustainable development and effective addressing of the local problems. “Continued support from the EU is important for us, especially in the context of the upcoming decentralization reform.”



**On 15 September, 2016**, Prime Minister Groysman and UNDP senior management participated in a joint exhibition CBA achievements in Vinnytsia. During the event PM Groysman acknowledged the importance of international donors support for Decentralization Reform. European Commissioner for Neighborhood Policy and Enlargement Negotiations Johannes Hahn stressed on the necessity to establish a more transparent multi-level governance system, that is accountable and responsive to the needs of all citizens of Ukraine. CBA organized a photo exhibition to demonstrate the results in all project’s components. As a part of the event with PM Groysman and Commissioner Hahn, representatives of the EU Delegation to Ukraine also visited CBA communities in the of village Pavlivka, Vinnytsia region. Dominik Papenheim, Sector Manager – Regional and Local Development/Decentralization of Governance of the EU Delegation to Ukraine and representatives of international organizations in Ukraine participated in the field trip to observe first-hand CBA initiatives.





---

# 09

# Communication and Visibility

CBA III actively uses communication mechanisms and tools to help reach the CBA goals. External and internal communication is critical to achieve local development results. Skilful communication broadens the impacts of new policies, helps local governance reforms take root, and attracts and fosters strong partnerships. It convinces people to embrace positive changes that advance local, sustainable development. Effective communication also bolsters resource mobilization and project delivery.





Communication and visibility actions of CBA incorporate information and activities that raise awareness of its target audiences in all regions of Ukraine and reflect the impact of EU-UNDP cooperation on the quality of life of the target population. The main objective communications and visibility activities for CBA is to promote the results and achievements of the Project-specifically on the tangible deliverables and their results on the target population. Specifically for Phase III, maximizing the level of transparency of implementation, and involving media at all levels to inform stakeholders about project results. Media monitoring revealed a high level of awareness and recognition of the EU and UNDP contribution to the Project. (For a complete listing of media results of all 24 regions please see Annex – XVI)

*During 2016, CBA initiated focused information campaigns in different oblasts of Ukraine to promote a community-based approach and participatory, 'media inclusive' sustainable development at regional and national levels.*

**These information campaigns include:**

- + Conducting CBA 'Media Days' (example) for regional/national media; See Media Days in Lviv, Vinnystia, Rivne
- + Ensuring substantive media coverage of CBA in regional and national press;
- + Presenting main results and achievements CBA's previous phases;
- + Providing efficient and analytical media coverage;
- + Encouraging more substantive informational content of CBA III demonstrating impact;
- + Demonstrating best practices of CBA and examples of cooperation among the CBA, its partners, media and communities. Communications activities for Phase III represent all parties of the process;
- + Train media on how to cover local sustainable development using analytical publications and success stories;
- + Showing knowledge management hub component and cooperation with Ukrainian national associations for securing outreach and further dissemination of CBA-III generated knowledge through media coverage.

# Activity 9

## Conducting information campaign and raising public awareness on cross-cutting issues

### 9.1 CBA Media Days

During 2016, the CBA Project continued to organize and conduct “cluster” Media Days on sustainable local development in different regions of Ukraine. The events were conducted in “thematic cascade” format, i.e., media events consisting of multi-format activities united by a common CBA theme. The main objective of CBA Media Days is to create a CBA-specific media pool consisting of national/regional media that would deliver comprehensive coverage of the CBA impact and key messages through analytical publications and success stories.

The specific objective of CBA Media Days was to ensure an ongoing exchange of information between CBA project staff and partners with the media about the CBA methodology, best practices, community-based approach, and local sustainable development in Ukraine. As a result, a “constant information channel” between the media and the Project team was developed. Media Days were organized in recognition of the important role the media plays in the dissemination of CBA’s positive experiences, successful community development, promoting democratic leadership and raising public awareness.

Media events last for two days and include ‘Media Training,’ and ‘Community Success Stories,’ modules, followed by a media tour and meeting of journalists with regional stakeholders. Media Trainings were focused on the methods and approaches to reporting on sustainable local development and role of media in raising public awareness.





### Media Day: 26 May 2016 (Rivne/Lviv)

**CBA organized its very first urban-focused media day on sustainable local development for journalists from Rivne and Lviv regions.** Accordingly, main areas of focus included the initiation and development (and results) of community mobilization in cities and semi-urban areas. Interesting topics included cooperation between city authorities and local communities in the context of implementing joint initiatives aimed at improving living conditions of small cities in Rivne and Lviv regions. Present at the event were Ihor Tymoshenko, Deputy Head of Rivne Oblast State Administration, Svitlana Slabinska, CBA Monitoring and Communication Specialist, CBA Project coordinators in Rivne region, and Liudmyla Moshniaga, Editor-in-Chief of “7 Dniv” newspaper. The main goal of this event was establishing information channels and cooperation methods for with new knowledge to contribute to raising awareness of CBA’s urban component.

Ihor Tymoshenko, Deputy Head of Rivne Oblast State Administration, said: *“The project proved to be effective at all levels and it enjoys strong support from the deputies of the oblast council and the local level. The proof to this is the fact that we regularly allocate funds for the local community initiatives under co-funding scheme. The first advantage of this project is that communities learn to plan and implement projects, the second advantage is that they learn to take responsibility. There are newer and newer projects supported from the oblast budget each year. It means that we have reached the point when communities are able to spend allocated costs in an efficient way. I am glad that the urban component is such a success.”*





According to CBA's Media Day methodology, recent achievements of the CBA urban component were presented first, in particular the provision of assistance to communities of multi-apartment buildings in establishing ACMBs (Associations of Co-Owners of Multi-Apartment Buildings), development of existing ACMBs, preparation of development plans and getting grants for implementation of their micro-projects. For instance, under the co-funding scheme applied by CBA, two cities – Dubno and Kostopil – received approx. UAH 6 mil that were spent on the implementation of 17 community microprojects. Experts from Lviv and Rivne rayons shared their practical experience and discussed the process of establishing the Center for Administrative Services in Milyatska community in Rivne, and the repair of buildings in Kostopil and Dubno where ACMBs were created. In addition, during the Media Day there was a presentation of the results of cooperation between ACMBs and universities in Rivne and Lviv regions, members of the CBA's partner universities network.

During the second half of the Media Day, CBA presented a media-training for journalists on various approaches and the importance of media coverage on local development projects, particularly the benefits of awareness raising of the population through mass media about ACMB development. The training was conducted by Commemorate Ukrainian journalist and official representative of the National Union of Journalists, Roman Shostak.

On 27 May, Media Day participants went to Kostopil, one of CBA's partner cities in Rivne region. There they met with members of the associations of co-owners of multi-apartment buildings who told about their experience of implementing the microprojects in their houses.

### **Media Day: 29 September, 2016, (Kyiv, Poltava, Zhytomyr and Chernihiv regions)**

CBA's second Media Day on sustainable local development was designed for journalists of regional and small city media outlets from Kyiv, Poltava, Zhytomyr and Chernihiv regions, with focus on CBA's urban component.

CBA's International Project Manager Mr. Henk van Zyl and Acting Head of Kyiv region state administration, Mr. Lev Partskhaladze welcomed participants and stressed the importance of community mobilization in small cities, decentralization in Ukraine, and the critical role of the media in raising public awareness on the self-organization urban communities. The main focus of this Media Day was on cooperation between the city authorities and communities in the context of implementation of joint initiatives aimed at improving living conditions of the population of small cities of Kyiv, Chernihiv, Poltava and Zhytomyr regions.

CBA achievements were presented, in particular instances of CBA assistance to communities of multi-apartment buildings in establishment of ACMBs, including a presentation of the results of cooperation between ACMBs and the universities in these 4 regions from CBA's partner universities network. The second part of the Media Day was a Media-training regarding the approaches and importance of media coverage of local development topics and raising awareness of the population through the mass media about ACMB development.



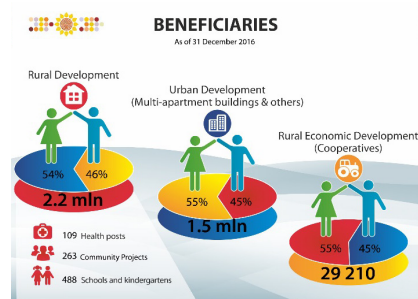
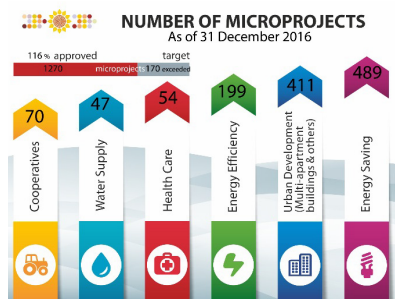


### 13 December 2016 (Kharkiv, Dnipropetrovsk, Donetsk and Lugansk regions)

The third cluster of CBA Media Day on sustainable local development was created for representatives of regional and local media from Kharkiv, Dnipropetrovsk, Donetsk and Lugansk regions. The Media Day focused on the CBA experience in community mobilization in smaller cities of Ukraine. During the event the project shared its experience of establishing good dialogue between city authorities and community members for joint planning and implementation of joint initiatives to improve living conditions in small cities. During the event participants learned how to develop associations of co-owners of multiapartment buildings and mobilize multi-apartment dwellers for joint management of common premises. During the exposure visit to the CBA partner city Chuhuiv, media representatives had a chance to see how community mobilization works on practice in urban area. Participants saw reconstructed ACMBs and social infrastructure in Chuhuiv, which was renovated with the support of the CBA Project.

### 9.2 Developing New CBA Informational Materials and 1-Pagers

During the reporting period, CBA prepared and disseminated the CBA news digest among project donors and partners with the goal to promote the CBA main activities and cases of success. The news digest contains the best news/events of CBA that happened during the respective month, as well as the ‘best’ success stories. Additionally, during the reporting period new informational materials were prepared, including one-pagers, factsheets and infographics:



### 9.3 Developing and Publishing CBA Compendiums

With an aim to provide CBA donors and stakeholders with the information about stories and cases of successful about Internally Displaced Persons supported by CBA, and to to raise public awareness about the CBA activities and support to IDPs in regions-a compendium of successful stories was prepared both in English and Ukrainian and printed in 500 copies each. This publication was disseminated among CBA stakeholders, partners and communities in the regions.

### 9.4 CBA Visibility

To ensure visibility of the joint EU/UNDP CBA Project on local, regional and national levels a number of visibility items were prepared. Thus 6000 pens, 6000 notebooks, 1200 posters on CBA implementation; 1200 posters on Community Development Cycle; 1264 posters on SDGs; 1300 posters on - How to create ACMH's, - How to develop and obtain a budget, - How to prepare MPP; 500 info-boxes for ACMBs; 24 CBA Banners for regions with EU and UNDP logos were produced and disseminated among regional implementation units, partners and stakeholders. These visibility items are used during all CBA Project events in all 24 regions.

The members of cooperative showed to their guests pellet production facility and also demonstrated how the new equipment producing pellets works. Since the handover of equipment coincided with the celebration of the Europe Days, the villagers organized some thematic events including planting of the first 'green alley' dedicated to the EU/UNDP. There was also a concert for children and adults. quizzes on the EU history and traditions for school youth, a volleyball tournament, an artisan market, and an asphalt painting contest "Europe Through the Eyes of a Child."

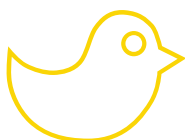


### 9.5 CBA Social Media

Social media rapidly proliferates information and public awareness on CBA activities and objectives, and provides an informal, digestible medium to inform partners and stakeholders about the main CBA activities in a ‘real time,’ collect opinions, announce CBA contests, upcoming events, and vacancies.



**1, 610 Facebook followers**



**more than 1600 followers.**

**Facebook is currently UNDP’s strongest social media asset** in terms of both audience size and engagement. With the network’s high fan page retention rate of 97% and global reach, Facebook provides not only a comprehensive destination for primary content, but it is a gateway to the other e-mediums that CBA has to provide technical support as well as ‘digital community mobilization’ for the greater CBA community. Ideally, the Facebook page is posts direct online traffic to more substantial information available at the CBA Project website. Facebook also allows for embedded videos, photos and greater interaction. By the end of December 2016, there were 1, 610 followers registered at the CBA Facebook page.

To raise awareness among partners, donors and stakeholders about the CBA Project key events and activities in the real time the CBA project used Twitter account to disseminate the information. Since 2015 the CBA launched twitter account and as of the end of the 2016 had 91 followers. For a better outreach CBA Project shifted for the UNDP Twitter account which has more than 1600 followers. This helped to reach more target audience and to raise public awareness about the EU/UNDP CBA Project activities.

Итоговое количество отметок "Нравится" Страницы



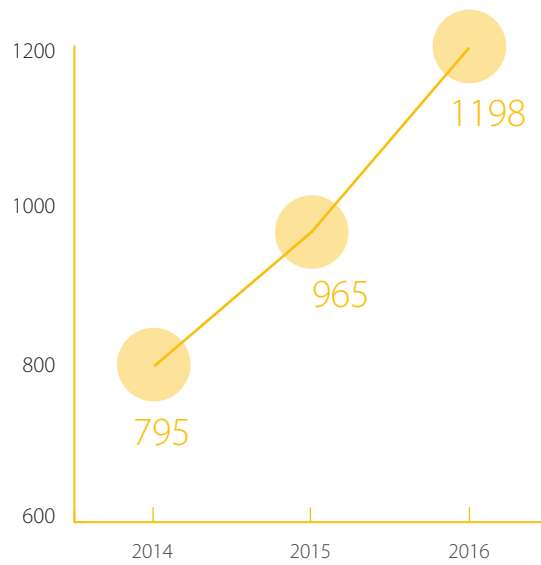


### 9.6 Media outlets:

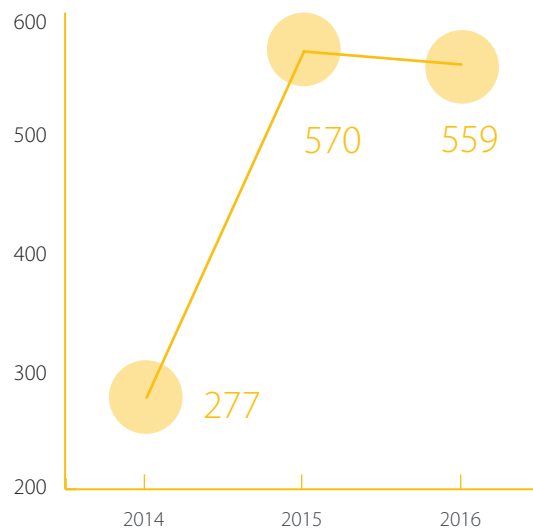
During 2016, the following media activities were implemented aimed at promoting the operation of CBA III. The media monitoring showed that there were 2958 media reports and 1,406 publications on partner websites in total since inception. 8,529 printed publications and 4,586 electronic publications were documented since inception.

**Table XIII: Media Events and Media Coverage**

Media coverage  
Total 2958



Partner websites  
Total 1406



Media coverage varied depending on the region due to various factors, including the pro-activeness of media agency, activity of local authorities and pro-activeness of the CBA coordinators.

## 9.7 Celebrating Europe Day(s)

The Community of Kinski Rozdory village, Zaporizhya region is already celebrating Europe Day traditionally held on 16 May. In 2016, the official handover of agricultural equipment procured with CBA support of the local agricultural cooperative took place.

Present at the event were representatives of the oblast authorities, including Kostyantyn Bryl, Head of Zaporizhya Oblast State Administration. Hryhoriy Samardak, Head of Zaporizhya Oblast Council, as well as CBA regional coordinators, representatives of Association of amalgamated territorial communities of Zaporizhya region, representatives of a civic organization "Euromolod," and local schoolchildren. In Kinski Rozdory, where agricultural cooperative "Zlahoda 2015" has been recently created with CBA support, received agricultural equipment for processing vegetable waste into fuel pellets. Specifically, the cooperative received a new power press for manufacturing of pellets, a disc mower, a tedder rake, a pellet expander, a biomass breaker and other specialized equipment.

The members of cooperative showed to their guests pellet production facility and also demonstrated how the new equipment producing pellets works. Since the handover of equipment coincided with the celebration of the Europe Days, the villagers organized some thematic events including planting of the first 'green alley' dedicated to the EU/UNDP. There was also a concert for children and adults, quizzes on the EU history and traditions for school youth, a volleyball tournament, an artisan market, and an asphalt painting contest "Europe Through the Eyes of a Child."

**"I would like to congratulate all community members with this important step and also to express gratitude to our European partners. We would not be able to implement this on our own. However, I would like to highlight that we can achieve the results only if the local population is proactive. If we don't do necessary steps ourselves, no one will do it for us. If we unite our efforts, we will join Europe regardless of any obstacles."**

Kostyantyn Bryl, Head of Zaporizhya Oblast State Administration, during the official handover.







---

# 10

# Advisory and Management

Various activities in the context of advisory and management included general management, reporting, monitoring, human resources management and financial progress of CBA-III. Details are given hereunder.

*“During 2016, CBA III website was fully re-designed and re-constructed and a new version was officially uploaded and became available for project’ donors and partners through the link: <http://www.cba.org.ua/en/>.”*

# Activity 10

## Evaluation of Project implementation

### 10.1 Reporting to Donors and Partners

UNDP and the CBA project team have demonstrated the ability to work constructively with the European Union during a crisis situation - confirmed by the reaction to the conflict situation in the Eastern part of the country, and CBA’s ability to rapidly support to IDP’s and related infrastructure (see. Ch. 6 for more info). As of 31st December, 2016, expenditure constituted 16.7 million EUR of the total budget. The third phase of CBA is on schedule and will continue with its activities according to the signed, project document. UNDP and the project team is seeing forward to further build on the excellent relationship with the European Commission team and would like to express appreciation for the continued support.

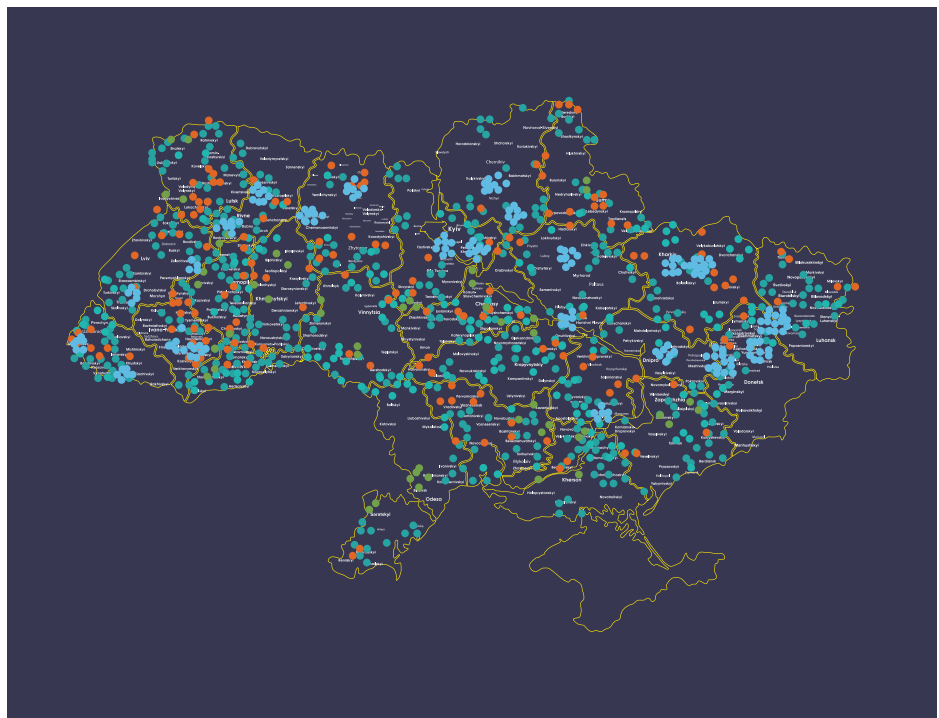
### 10.2 CBA-III Website

During 2016, CBA III website was fully re-designed and re-constructed and a new version was officially uploaded and became available for project’ donors and partners through the link: <http://www.cba.org.ua/en/>. The new site provides an opportunity to download factsheets with general information and the CBA-III main results and achievements for all 24 regions of Ukraine. The full version of the CBA Interactive Map became available on the new website’s main page for donors and partners alike. The Map provides a visual picture of where the CBA micro projects are distributed and includes information on the type of micro project, beneficiaries, community demographics, amount spent, as well as gender dispersion. It can further give an overview of micro projects in Phases 2 and 3 together or separate, micro projects planned and already approved, per oblast or in general.

### 10.3 e-MIS Development

During 2016, the electronic monitoring and information system (MIS) was further developed to fully connect with the urban component of the CBA interactive map, in 'real time.' The Urban component was added with the goal to demonstrate the main results and achievements of project activities in urban areas as well as rural. The urban component provides a visual picture of where the ACMH micro-projects are implemented, with information on what type of micro-project it is, in what city, beneficiaries etc. The map is available through the link: <http://www.cba.org.ua/en/micro-projects-map>.

Also during the reporting period, a Media Block in MIS system was updated to take the urban development component into consideration, including both rural and urban areas, and ensuring regular media coverage at the oblast level. It also includes a possibility of attaching scanned documents (newspaper' articles) and uploading appropriate links to online publications from the regional media. As a result, the Media block in e-MIS simplified the process of monthly media reporting for CBA CDOs from Ukrainian regions. The Media block was developed for entering data, as well as for reporting forms both for rural and for urban components.



### 10.4 Management Monitoring Visits



**On 9 June 2016**, the Deputy Director of the UNDP Communications Office Ms. Caroline Hooper-Box came for a monitoring visit to Ukraine. During her trip, she visited Korzhi village, a CBA partner community since 2011. The meeting with village community took place in a local kindergarten, which was reconstructed with CBA support. Thanks to the installation of reinforced plastic windows, 135 children attending the kindergarten are now playing and studying in properly heated premises. During the third phase of the CBA, the community implemented their second project the reconstruction of their water supply system. Now the village community is actively sharing their experience with others. Participation in the CBA Project gave the community the ability be proactive and to implement their own initiatives, successfully. The community organization in the small village, "Dyvotsvit" (wonderland) looks for donors and sponsors, who would support them, and even implements small micro grants without external support.



**On 27 July 2016**, Ms. Blerta Cela, Deputy Country Director of UNDP Ukraine visited Sumy region. The working visit was aimed to build a better relationship with the Sumy city authorities and officially hand-over the Certificate for Energy Efficient street lighting equipment to local authorities. During her trip, Ms. Cela also visited Sirobabyne, a small village in Sumsky with a population of 86 people. The village was selected for participation in the Third phase CBA, and with Project support-successfully implemented a micro-project to reconstruct local water supply system, providing a direct result to the entire (86 person) village. The total cost of the micro-project was USD 13 992) out of which the CO provided USD 1 260, the village council USD 112 000, and the CBA Project provided approx. USD 10 000.





**On August 29 UN Resident Coordinator and UNDP Resident Representative in Ukraine Neal Walker visited CBA-partner communities in Odesa region.**

During the trip UNDP senior management visited Strumok village, Tatarbunarskiy rayon and Vinogradne village, Bolgradskiy rayon to monitor implementation efforts of local communities. Villagers of Strumok demonstrated their newly reconstructed health post. Thanks to the joint efforts of the local authorities, community and CBA people in this small, remote village now have access to significantly better healthcare services. The total cost of the microproject was around USD 10 000, of which community provided more than USD 500, local budgets provided more than USD 2 300, and the rest provided CBA. Additionally, UNDP Senior Management on this trip visits Vinogradne, where local community developed an agriculture service cooperative to improve their economic wellbeing, supported by CBA. In a joint effort, villagers procured agricultural equipment.



### 10.5 Human Resources Management

**During 2016**, 9 CBA staff were recruited: 8 staff in the region and 1 staff in the CBA central office in Kyiv for the position of Urban Governance Officer. Two contractors completed their assigned contract in 2016 and two resigned.





# 10.6 Financial Progress

During 2016, estimated expenditure constituted 8,8 mil Euro /8.3 mil USD. In total since inception, a financial progress amounted to 16.7 mil Euro /15.7 mil USD

Activity	Total Budget	
	(Euro '000)	(USD '000)
Human resource	6,044.1	6,783.5
Travel	160.0	179.6
Equipment & supplies	281.3	315.8
Local office	1,055.5	1,184.6
Other costs & services	463.0	519.7
Others	14,291.4	16,037.6
Seed grant (social/communal)	4,137.1	4,642.7
Seed grant (energy efficiency)	2,000.0	2,244.6
Seed grant (small business)	1,445.2	1,621.4
Seed grant for comprehensive retrofitting	1,500.0	1,573.8
Seed Grants for support creation/development of HAs	2,365.1	2,653.9
Seed Grants to rehabilitate social infrastructures	410.0	460.2
Seed grant IDP	615.0	799.4
Seed Grants for innovative governance initiatives	750.0	841.8
Curriculum development support for universities	105.3	118.2
Training and visits	300.0	336.7
Organisation of LDF, OCC meetings & review meetings	270.0	303.0
Support to community resource centres	173.0	194.2
Support to Knowledge Management Hub and Policy activities	220.8	247.8
Contingency & Administrative	1,504.7	1,688.7
<b>Total</b>	<b>23,800.0</b>	<b>26,709.5</b>

Expenditure Status						GrandTotal Expenditure		GrandTotal Balance	
2014		2015		2016					
(Euro '000)	(USD '000)	(Euro '000)	(USD '000)	(Euro '000)	(USD '000)	(Euro '000)	(USD '000)	(Euro '000)	(USD '000)
9.9	13.1	1,847.9	2,217.0	2,220.8	2,092.0	4,078.7	3,842.1	1,965.4	1,851.4
0.8	1.0	17.6	21.7	24.3	22.9	42.7	40.2	117.3	110.5
12.3	16.2	30.9	291.0	5.1	4.8	48.3	45.5	233.0	219.5
0.5	0.6	190.3	229.0	356.0	335.4	546.8	515.1	508.7	479.2
15.4	20.3	55.6	65.0	173.8	163.7	244.8	230.6	218.2	205.6
229.2	302.0	4,929.8	5,658.7	5,501.4	5,182.4	10,660.6	10,042.3	3,630.7	3,420.2
0.0	0.0	2,478.1	2,838.5	1,572.5	1,481.3	4,050.6	3,815.7	86.4	81.4
0.0	0.0	685.0	781.8	851.9	802.5	1,536.9	1,447.7	463.1	436.3
0.0	0.0	439.6	481.6	680.6	641.1	1,120.2	1,055.2	324.9	306.1
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,500.0	1,413.0
0.0	0.0	513.1	560.8	1,413.7	1,331.7	1,926.8	1,815.1	438.3	412.8
0.0	0.0	120.4	131.6	236.9	223.2	357.3	336.6	52.7	49.7
217.6	286.6	347.0	457.2	37.9	35.7	602.5	567.6	12.5	11.8
0.0	0.0	0.0	0.0	274.7	258.8	274.7	258.8	475.3	447.7
0.0	0.0	29.1	34.9	25.6	24.2	54.7	51.5	50.6	47.7
11.7	15.4	87.3	105.9	164.9	155.3	263.9	248.6	36.1	34.0
0.0	0.0	51.3	62.6	107.0	100.8	158.3	149.1	111.7	105.2
0.0	0.0	108.6	118.7	50.2	47.3	158.8	149.6	14.2	13.4
0.0	0.0	70.8	85.0	85.1	80.2	155.9	146.8	64.9	61.1
18.8	24.8	501.3	562.4	553.1	521.0	1,073.2	1,011.0	431.4	406.4
<b>286.9</b>	<b>378.0</b>	<b>7,573.5</b>	<b>9,044.8</b>	<b>8,834.7</b>	<b>8,322.3</b>	<b>16,695.2</b>	<b>15,726.8</b>	<b>7,104.8</b>	<b>6,692.8</b>

---

# 11

# Annex

## Annex - I:

## Establishing Supporting Structures (Support Infrastructural Objects) - Status

Oblast	CO formation						LDF		OCC		RCRC		
	CO formed	Old	New	Target H/H	H/H particip	Total	Male	Female	LDF	Sittings		Grafted	Sittings
Cherkaska	36	5	31	20487	16250	19319	8375	10944	12	41	1	2	12
Chernihivska	20	2	18	13228	11459	2028	751	1277	8	16	1	4	8
Chernivetska	32	9	23	20947	16348	3736	1471	2265	9	49	1	3	10
Dnipropetrovska	40	29	11	15859	10969	13933	5827	8106	10	18	1	1	10
Donetska	36	18	18	27857	21495	5995	2493	3502	8	39	1	2	8
Ivano-Frankivska	32	14	18	20601	19668	3641	1641	2000	8	16	1	1	8
Kharkivska	34	11	23	12287	10827	8585	4206	4379	8	13	1	4	8
Khersonska	35	18	17	14508	8448	8548	3399	5149	10	55	1	1	11
Khmelnitska	32	9	23	11025	9614	3322	1303	2019	10	36	1	1	10
Kirovohradska	36	19	17	24455	22015	6341	2566	3775	9	16	1	1	9
Kyivska	30	8	22	16428	14075	14139	6356	7783	8	71	1	2	9
Luhanska	32	19	13	14184	10317	18930	7725	11205	8	24	1	1	8
Lvivska	32	17	15	9650	9115	3429	1471	1958	8	21	1	3	8
Mykolaivska	38	17	21	16476	13949	12454	5411	7043	9	31	1	2	9
Odeska	32	14	18	25225	22703	3385	1059	2326	9	66	1	1	8
Poltavska	32	14	18	9124	6959	6688	2777	3911	8	75	1	3	8
Rivnenska	32	10	22	13464	12551	2522	1011	1511	8	73	1	6	8
Sumska	32	10	22	11139	10720	7237	3200	4037	8	34	1	1	8
Ternopil'ska	37	13	24	13948	8108	3371	1118	2253	10	39	1	2	11
Vinnitska	35	11	24	21729	18637	2642	878	1764	9	28	1	1	9
Volynska	36	10	26	10634	10176	2506	918	1588	11	4	1	1	11
Zakarpatska	34	16	18	21399	18511	3056	1361	1695	8	61	1	2	8
Zaporizka	40	20	20	10718	8561	11194	5064	6130	12	23	1	5	12
Zhytomyrska	32	6	26	12925	11642	2336	805	1531	8	32	1	1	8
<b>Total</b>	<b>807</b>	<b>319</b>	<b>488</b>	<b>388297</b>	<b>323117</b>	<b>169337</b>	<b>71186</b>	<b>98151</b>	<b>216</b>	<b>881</b>	<b>24</b>	<b>51</b>	<b>219</b>

## Annex – II:

## Legal Forms of Community Organizations - Status

Oblast	Legal form of CO					Total
	ACMB	CO	BSP	Cooperative	Other	
Cherkaska	0	36	0	0	0	36
Chernihivska	0	20	0	0	0	20
Chernivetska	0	32	0	0	0	32
Dnipropetrovska	0	40	0	0	0	40
Donetska	0	36	0	0	0	36
Ivano-Frankivska	0	32	0	0	0	32
Kharkivska	0	34	0	0	0	34
Khersonska	0	32	3	0	0	35
Khmelnitska	0	32	0	0	0	32
Kirovohradska	0	36	0	0	0	36
Kyivska	0	30	0	0	0	30
Luhanska	0	32	0	0	0	32
Lvivska	0	32	0	0	0	32
Mykolaivska	0	33	4	1	0	38
Odeska	0	18	14	0	0	32
Poltavska	0	32	0	0	0	32
Rivnenska	0	32	0	0	0	32
Sumska	0	32	0	0	0	32
Ternopil'ska	0	36	1	0	0	37
Vinnitska	0	35	0	0	0	35
Volynska	0	36	0	0	0	36
Zakarpatska	0	34	0	0	0	34
Zaporizka	0	40	0	0	0	40
Zhytomyrska	0	32	0	0	0	32
<b>Total</b>	<b>0</b>	<b>784</b>	<b>22</b>	<b>1</b>	<b>0</b>	<b>807</b>

## Annex – III:

### Capacity Building (Support of Infrastructural Objects) - Status

Oblast	Nr of trainings	Trainings								Participants		
		CO management	Planning	MPP preparation	Finance management	MPP implementation	PAS	Public audit	Other	Male	Female	Total
Cherkaska	92	12	18	18	0	18	0	0	26	733	1064	1797
Chernihivska	53	10	7	11	8	8	0	0	9	295	365	660
Chernivetska	118	21	21	21	19	20	0	3	13	1194	1403	2597
Dnipropetrovska	52	0	0	15	0	3	0	0	34	304	552	856
Donetska	95	21	21	20	0	20	0	3	10	648	845	1493
Ivano-Frankivska	64	16	16	16	0	0	0	0	16	692	940	1632
Kharkivska	36	8	6	6	5	4	0	0	7	160	200	360
Khersonska	100	15	15	14	12	15	0	24	5	534	635	1169
Khmelnyska	78	16	12	17	0	17	0	4	12	193	241	434
Kirovohradska	100	15	11	24	0	21	0	7	22	302	484	786
Kyivska	135	16	11	16	2	16	0	8	67	588	834	1422
Luhanska	58	8	9	9	9	3	0	9	11	168	199	367
Lvivska	93	15	12	13	11	12	0	1	29	368	414	782
Mykolaivska	96	19	18	20	0	20	0	0	19	813	1049	1862
Odeska	54	0	8	15	0	0	0	0	31	267	344	611
Poltavska	110	17	17	17	17	17	0	0	25	335	398	733
Rivnenska	95	15	15	15	2	5	0	2	41	359	522	881
Sumska	133	17	12	23	7	18	0	10	46	1108	1259	2367
Ternopilska	102	16	15	22	0	13	0	0	36	688	819	1507
Vinnytska	96	18	18	20	0	13	0	0	27	543	1167	1710
Volynska	68	10	5	16	0	11	0	10	16	174	264	438
Zakarpatska	109	8	0	15	16	16	0	0	53	970	1419	2389
Zaporizka	121	18	16	22	13	19	0	10	23	1162	1567	2729
Zhytomyrska	64	0	0	14	0	14	0	0	36	483	809	1292
<b>Total</b>	<b>2122</b>	<b>311</b>	<b>283</b>	<b>399</b>	<b>121</b>	<b>303</b>	<b>0</b>	<b>91</b>	<b>614</b>	<b>13081</b>	<b>17793</b>	<b>30874</b>

## Annex – IV:

## Micro projects approval (regular) - Status

Regions	Approved MPPs	Cost-sharing							Typology of MPP				Beneficiaries (people)		
		COs	VC/CC	Rayon Authority	Regional Authority	Private sector	CBA	Total	Health	Energy saving	Water Supply	Environment	Total	Male	Female
Cherkaska	15	233195	449384	422624	0	38285	3102617	4246105	1	13	1	0	12764	5703	7061
Chernihivska	15	438389	853130	1016200	0	29743	5894364	8231826	4	10	1	0	19997	9642	10355
Chernivetska	17	264611	820540	565130	0	0	3608746	5259027	1	16	0	0	22994	10648	12346
Dnipropetrovska	19	406890	2386678	651859	722744	0	3637742	7805913	0	19	0	0	17420	7765	9655
Donetska	18	312449	219033	1423647	0	0	4247134	6202263	4	13	1	0	60155	26792	33363
I-Frankivska	17	312749	192812	1967960	0	0	3321244	5794765	1	16	0	0	28998	12889	16109
Kharkivska	9	127904	464356	41262	0	0	1671106	2304628	1	8	0	0	20383	9004	11379
Khersonska	20	312391	1237978	229156	0	0	4037017	5816542	0	18	2	0	22760	9788	12972
Khmelnitska	19	318869	326575	899843	0	399651	3869502	5814440	3	15	1	0	16732	7357	9375
Kirovohradska	16	276717	1078989	400000	260000	3000	3491185	5509891	0	15	1	0	22522	9868	12654
Kyivska	15	371207	402156	1056452	37000	0	3231498	5098313	1	12	2	0	19483	8609	10874
Luhanska	26	403436	1339562	1128164	0	0	4344574	7215736	6	17	3	0	14340	5893	8447
Lvivska	19	514333	523659	1374084	0	0	4038663	6450739	1	18	0	0	16380	7296	9084
Mykolaivska	18	427645	592207	1479651	0	48410	3588490	6136403	0	16	2	0	23480	10609	12871
Odeska	15	246003	840775	255991	0	10000	3183631	4536400	1	12	2	0	28978	13570	15408
Poltavska	20	377492	1319837	1265447	0	272908	4281159	7516843	1	17	2	0	12970	6001	6969
Rivnenska	23	488927	467451	2379364	397500	0	4900872	8634114	3	18	2	0	26615	13029	13586
Sumska	17	308406	1331213	14991	0	8095	3311930	4974635	7	6	4	0	13159	6004	7155
Ternopil'ska	25	686146	261819	1490070	0	20730	5184921	7643686	0	24	1	0	22114	9724	12390
Vinnitska	9	154394	631372	472059	0	22500	1757135	3037460	0	9	0	0	5439	2412	3027
Volynska	21	333910	84813	1033976	648226	69100	4388045	6558070	2	19	0	0	18295	8904	9391
Zakarpatska	18	397364	2545730	924127	0	0	3688520	7555741	1	15	2	0	15450	7277	8173
Zaporizka	17	358946	1147466	989984	12170	244909	3690129	6443604	0	16	1	0	16141	6589	9552
Zhytomyrska	14	230381	147460	699581	0	0	2907020	3984442	4	8	2	0	6520	2929	3591
<b>Total</b>	<b>422</b>	<b>8302754</b>	<b>19664995</b>	<b>22181622</b>	<b>2077640</b>	<b>1167331</b>	<b>89377244</b>	<b>142771586</b>	<b>42</b>	<b>350</b>	<b>30</b>	<b>0</b>	<b>484089</b>	<b>218302</b>	<b>265787</b>

## Annex – V:

## Micro projects completed (regular) - Status

Regions	Approved MPPs	Operation and maintenance found established	Works done	Public audit	Handover
Cherkaska	15	9	9	9	9
Chernihivska	15	3	3	3	3
Chernivetska	17	4	4	4	3
Dnipropetrovska	19	9	9	9	7
Donetska	18	16	16	16	16
I-Frankivska	17	8	8	8	8
Kharkivska	9	0	0	0	0
Khersonska	20	19	19	19	19
Khmelnitska	19	19	19	19	19
Kirovohradska	16	2	2	2	2
Kyivska	15	15	15	15	15
Luhanska	26	0	0	0	0
Lvivska	19	3	3	3	3
Mykolaivska	18	6	6	6	5
Odeska	15	15	15	15	15
Poltavska	20	16	16	16	16
Rivnenska	23	19	19	19	19
Sumska	17	17	17	17	17
Ternopil'ska	25	24	24	24	24
Vinnitska	9	8	8	8	8
Volynska	21	2	2	2	2
Zakarpatska	18	0	0	0	0
Zaporizka	17	1	1	1	1
Zhytomyrska	14	0	0	0	0
<b>Total</b>	<b>422</b>	<b>215</b>	<b>215</b>	<b>215</b>	<b>211</b>

## Annex – VI: Micro projects approval (replication) - Status

Regions	Approved MPPs	Cost-sharing						Typology of MPP				Beneficiaries (people)			
		COs	VC/CC	Rayon Authority	Regional Authority	Private sector	CBA	Total	Health	Energy saving	Water Supply	Environment	Total	Male	Female
Cherkaska	11	171658	607510	492878	0	0	1377875	2649921	1	7	3	0	5432	2384	3048
Chernihivska	1	6738	39977	0	0	0	86748	133463	0	1	0	0	249	115	134
Chernivetska	6	81264	345956	196568	0	0	740390	1364178	0	6	0	0	8779	4000	4779
Dnipropetrovska	13	237122	1683300	248232	543604	0	1712973	4425231	0	12	1	0	14304	6276	8028
Donetska	10	165841	1014729	369629	88050	0	1638940	3277189	2	8	0	0	58224	26275	31949
I-Frankivska	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kharkivska	14	175110	904772	216996	0	0	1747710	3044588	1	13	0	0	9104	4156	4948
Khersonska	5	78155	332717	404621	0	0	618310	1433803	0	5	0	0	6203	2658	3545
Khmelnyska	7	90409	270195	489743	0	40000	851775	1742122	1	6	0	0	3940	1744	2196
Kirovohradska	9	136394	589498	105000	180000	117220	1154205	2282317	0	9	0	0	12050	4634	7416
Kyivska	7	186484	580320	520556	0	0	828554	2115914	1	5	1	0	6898	3139	3759
Luhanska	3	59264	141713	212008	0	0	377270	790255	0	1	1	1	1482	569	913
Lvivska	5	63283	55930	407102	0	0	625235	1151550	0	5	0	0	3566	1707	1859
Mykolaivska	5	74958	546764	62584	0	0	646003	1330309	0	3	2	0	2549	1216	1333
Odeska	9	97336	445250	187806	0	0	1089395	1819787	1	7	1	0	11998	5114	6884
Poltavska	5	56949	348376	100000	0	0	628330	1133655	0	5	0	0	2218	997	1221
Rivnenska	2	32500	0	254068	100000	0	261325	647893	1	1	0	0	1390	581	809
Sumska	6	100394	693406	0	0	0	723640	1517440	1	2	3	0	9222	4421	4801
Ternopiliska	2	19638	71432	45333	0	12876	238700	387979	0	2	0	0	2583	1248	1335
Vinnyska	14	205412	696795	920934	0	358874	1816430	3998445	0	14	0	0	10928	4951	5977
Volynska	2	231666	35700	106060	60000	0	260450	693876	1	1	0	0	796	403	393
Zakarpatska	2	37037	441546	0	0	0	262140	740723	0	1	0	1	3985	1920	2065
Zaporizka	8	241019	984162	161858	24338	0	1019525	2430902	0	6	2	0	6837	3105	3732
Zhytomyrska	5	67725	235380	244971	0	0	619655	1167731	0	3	2	0	2840	1336	1504
<b>Total</b>	<b>151</b>	<b>2616356</b>	<b>11065428</b>	<b>5746947</b>	<b>995992</b>	<b>528970</b>	<b>19325578</b>	<b>40279271</b>	<b>10</b>	<b>123</b>	<b>16</b>	<b>2</b>	<b>185577</b>	<b>82949</b>	<b>102628</b>

## Annex – VII: Micro projects completed (replication) - Status

Regions	Approved MPPs	Operation and maintenance found established	Works done	Public audit	Handover
Cherkaska	11	1	1	1	1
Chernihivska	1	0	0	0	0
Chernivetska	6	1	1	1	0
Dnipropetrovska	13	1	1	1	0
Donetska	10	1	1	1	1
I-Frankivska	0	0	0	0	0
Kharkivska	14	0	0	0	0
Khersonska	5	1	1	1	1
Khmelnyska	7	7	7	7	7
Kirovohradska	9	1	1	1	1
Kyivska	7	5	5	5	5
Luhanska	3	0	0	0	0
Lvivska	5	0	0	0	0
Mykolaivska	5	1	1	1	1
Odeska	9	7	7	7	7
Poltavska	5	3	3	3	3
Rivnenska	2	2	2	2	2
Sumska	6	6	6	6	6
Ternopiliska	2	0	0	0	0
Vinnyska	14	0	0	0	0
Volynska	2	0	0	0	0
Zakarpatska	2	0	0	0	0
Zaporizka	8	0	0	0	0
Zhytomyrska	5	0	0	0	0
<b>Total</b>	<b>151</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>35</b>



## Annex – VIII: Micro project approval (Energy efficiency) - Status

Regions	Approved MPPs	Cost-sharing							Beneficiaries (people)		
		COs	VC/CC	Rayon Authority	Regional Authority	Private sector	CBA	Total	Total	Male	Female
Cherkaska	9	151424	574707	221822	6400	0	2048038	3002391	7486	3234	4252
Chernihivska	4	64276	240210	83700	0	0	845703	1233889	5030	2452	2578
Chernivetska	8	138346	226582	423938	0	0	1851865	2640731	11833	5414	6419
Dnipropetrovska	8	190148	783604	529821	364687	0	1826993	3695253	8656	4063	4593
Donetska	3	61194	504499	0	0	0	638486	1204179	6484	3043	3441
I-Frankivska	15	371241	133773	1761100	132000	0	4159887	6558001	25595	10911	14684
Kharkivska	6	95530	446633	0	0	0	1194673	1736836	4720	2305	2415
Khersonska	7	119177	418548	140000	170000	0	1474108	2321833	9150	4378	4772
Khmelnyska	5	139899	338173	252019	0	0	948075	1678166	5136	2315	2821
Kirovohradska	10	236930	1071800	260000	400000	38577	2657860	4665167	14296	7052	7244
Kyivska	9	210591	351063	425938	0	0	2290894	3278486	9261	4190	5071
Luhanska	8	180276	524212	106297	0	0	1907483	2718268	5361	2164	3197
Lvivska	7	141964	457662	479950	0	0	1641985	2721561	8969	4301	4668
Mykolaivska	12	259107	867954	719632	0	0	2710517	4557210	17008	7213	9795
Odeska	7	114189	362317	186697	0	0	1500804	2164007	12088	5651	6437
Poltavska	6	99569	350223	80000	0	0	1396188	1925980	1836	898	938
Rivnenska	7	151091	235397	507872	252500	0	1515610	2662470	6432	3153	3279
Sumska	10	195633	753104	54635	0	60000	2638861	3702233	7393	3513	3880
Ternopilska	9	198487	544045	530346	25000	0	2260063	3557941	7360	3341	4019
Vinnytska	8	177405	825309	517050	0	0	1940790	3460554	13981	6180	7801
Volynska	13	207151	149133	504437	398619	0	2877762	4137102	10202	4516	5686
Zakarpatska	10	169530	678900	521232	0	0	1825187	3194849	4786	2249	2537
Zaporizka	8	214453	890744	363470	48676	0	1835753	3353096	9788	4888	4900
Zhytomyrska	11	215752	859588	330776	0	0	2681145	4087261	10902	4896	6006
<b>Total</b>	<b>200</b>	<b>4103363</b>	<b>12588180</b>	<b>9000732</b>	<b>1797882</b>	<b>98577</b>	<b>46668730</b>	<b>74257464</b>	<b>223753</b>	<b>102320</b>	<b>121433</b>

## Annex - IX: Micro-project completion (energy efficiency) - Status

Regions	Approved MPPs	Operation and maintenance found established	Works done	Public audit	Handover
Cherkaska	9	9	8	2	2
Chernihivska	4	4	2		
Chernivetska	8	11	7		
Dnipropetrovska	8	8	5	5	5
Donetska	3	3	1		
I-Frankivska	15	15	5	2	2
Kharkivska	6	7	3		
Khersonska	7	7	4	4	4
Khmelnyska	5	5	5	4	4
Kirovohradska	10	10	4		
Kyivska	9	7	7	3	3
Luhanska	8	8	4		
Lvivska	7	7	4		
Mykolaivska	12	12	5	1	1
Odeska	7	7	5	5	5
Poltavska	6	6	4	3	3
Rivnenska	7	6	6	6	6
Sumska	10	10	8	8	8
Ternopilska	9	9	6	5	5
Vinnytska	8	8	4		
Volynska	13	13	5		
Zakarpatska	10	8	4		
Zaporizka	8	8	4	1	1
Zhytomyrska	11	12	3		
<b>Total</b>	<b>200</b>	<b>200</b>	<b>113</b>	<b>49</b>	<b>49</b>

## Annex – X:

### Establishing Supporting Structures (Rural Economic Development) - Status

Oblast	CO formation					
	CO formed	Target H/H	H/H participated	Total members	Male	Female
Cherkaska	5	851	205	325	137	188
Chernivetska	4	1967	113	155	85	70
Donetska	1	39	39	146	75	71
Khersonska	4	183	180	105	42	63
Khmelnyska	4	2390	129	336	169	167
Kirovohradska	4	160	87	140	68	72
Mykolaivska	3	803	697	882	549	333
Odeska	3	1264	81	81	56	25
Sumska	4	270	72	72	51	21
Terнопil'ska	4	1288	206	206	117	89
Vinnyska	4	3538	77	251	111	140
Volynska	4	1236	64	64	41	23
Zaporizka	4	2144	1295	333	175	158
<b>Total</b>	<b>48</b>	<b>16133</b>	<b>3245</b>	<b>3096</b>	<b>1676</b>	<b>1420</b>

## Annex – XI:

### Micro projects Approval (Rural Economic Development) - Status

Regions	Approved MPPs	Cost-sharing							Typology of MPP						Beneficiaries (people)		
		COs	VC/CC	Rayon Authority	Regional Authority	Private sector	CBA	Total	Meat	Milk	Services	Sales services	Horticulture	Other	Total	Male	Female
Cherkaska	7	387350	137200	56650	167000	0	2566700	3314900	0	2	5	0	0	0	1311	521	790
Chernivetska	6	658229	0	0	0	65000	2888123	3611352	0	0	5	1	0	0	883	413	470
Donetska	1	31300	19000	0	0	0	201200	251500	0	0	1	0	0	0	656	275	381
Khersonska	6	564894	135042	0	0	0	2603207	3303143	0	0	6	0	0	0	611	310	301
Khmelnyska	4	472561	120000	0	0	0	2369239	2961800	0	1	3	0	0	0	3422	1258	2164
Kirovohradska	7	1361160	0	0	0	0	3183700	4544860	0	0	5	0	0	2	621	270	351
Mykolaivska	5	489050	0	0	0	0	1921000	2410050	0	0	4	0	1	0	687	362	325
Odeska	4	543526	0	0	0	0	1987610	2531136	0	0	4	0	0	0	4824	2095	2729
Sumska	7	390670	464360	0	0	0	2872800	3727830	0	0	1	0	6	0	330	157	173
Terнопil'ska	6	590007	31195	115661	25208	0	2944715	3706786	0	0	5	1	0	0	1033	627	406
Vinnyska	6	713100	0	0	0	0	2662800	3375900	0	0	4	0	2	0	2357	963	1394
Volynska	6	399564	0	292362	32400	0	2893302	3617628	0	0	6	0	0	0	2900	1394	1506
Zaporizka	5	355250	200250	198000	128000	0	2445400	3326900	0	1	1	0	0	3	9575	4402	5173
<b>Total</b>	<b>70</b>	<b>6956661</b>	<b>1107047</b>	<b>662673</b>	<b>352608</b>	<b>65000</b>	<b>31539796</b>	<b>40683785</b>	<b>0</b>	<b>4</b>	<b>50</b>	<b>2</b>	<b>9</b>	<b>5</b>	<b>29210</b>	<b>13047</b>	<b>16163</b>

## Annex – XII:

### Micro project completion (Rural Economic Development) - Status

Regions	Approved MPPs	Operation and maintenance found established	Works done	Public audit	Handover
Cherkaska	7	7	2	2	2
Chernivetska	6	6	3	3	3
Donetska	1	1	1	1	1
Khersonska	6	6	4	4	4
Khmelnytska	4	4	2	3	3
Kirovohradka	7	7	3	3	3
Mykolaivska	5	5	4	4	4
Odeska	4	4	3	3	3
Sumska	7	7	5	5	3
Ternopil'ska	6	6	3	3	3
Vinnnytska	6	6	2	2	2
Volynska	6	6	2	2	2
Zaporizka	5	5	2	2	2
<b>Total</b>	<b>70</b>	<b>70</b>	<b>36</b>	<b>37</b>	<b>35</b>

## Annex – XIII:

### Capacity Building (Urban Component) - Status

Oblast	Number of trainings	Trainings							Participants		
		CO management	Planning	MPP preparation	Finance management	MPP implementation	Public audit	Other	male	female	total
Chernihivska	140	41	15	27	9	18	10	20	1555	1950	3505
Dnipropetrovska	283	275	0	1	1	1	0	5	653	1713	2366
Donetska	80	34	3	14	1	13	14	1	362	437	799
I-Frankivska	65	13	11	23	1	1	8	8	348	130	478
Kharkivska	107	21	10	20	12	11	20	13	187	255	442
Kyivska	15	0	2	1	0	1	1	10	93	115	208
Luhanska	36	18	0	3	1	6	1	7	87	92	179
Lvivska	88	28	1	23	21	1	3	11	163	168	331
Poltavska	61	13	6	23	0	0	3	16	115	145	260
Rivnenska	155	30	10	37	1	21	49	7	226	322	548
Zakarpatska	23	4	0	3	1	1	0	14	160	196	356
Zhytomyrska	13	8	0	1	1	1	2	0	121	148	269
<b>Total</b>	<b>1066</b>	<b>485</b>	<b>58</b>	<b>176</b>	<b>49</b>	<b>75</b>	<b>111</b>	<b>112</b>	<b>4070</b>	<b>5671</b>	<b>9741</b>

## Annex – XIV :

### Micro project Approval (Urban Component) - Status

Regions	Approved MPPs	Cost-sharing					Beneficiaries (people)		
		ACMBs	VC/CC	Private sector	CBA	Total	Total	Male	Female
Chernihivska	27	1125854	5094403		6251593	12471850	338904	157935	180969
Dnipropetrovska	39	1157195	5085406	6000	6204585	12453186	207186	92358	114828
Donetska	62	858207	7452869		8139633	16450709	8495	3296	5199
I-Frankivska	30	542445	4779479		6999088	12321012	327708	148875	178833
Kharkivska	26	1146495	6323652		6968570	14438717	40331	18208	22123
Kyivska	25	499543	4974837		6100405	11574785	47367	21542	25825
Luhanska	36	499849	4362919		5830925	10693693	182482	81627	100855
Lvivska	35	951415	2976678		4830832	8758925	104379	49932	54447
Poltavska	26	742444	5421239		6544135	12707818	35669	15068	20601
Rivnenska	30	973752	8011349		6327074	15312175	11984	6348	5636
Zakarpatska	43	770062	9124893		7249856	17144811	148295	74574	73721
Zhytomyrska	34	455424	4906677		5749105	11111206	59987	25766	34221
<b>Total</b>	<b>413</b>	<b>9722685</b>	<b>68514401</b>	<b>6000</b>	<b>77195801</b>	<b>155438887</b>	<b>1512787</b>	<b>695529</b>	<b>817258</b>

## Annex – XV:

### Micro project Completed (Urban Component) - Status

Regions	Approved MPPs	Operation and maintenance fund established	Works done	Public audit	Handover
Chernihivska	27	11	11	13	11
Dnipropetrovska	39	30	10	10	10
Donetska	62	44	44	44	44
I-Frankivska	30	10	10	11	11
Kharkivska	26	9	9	9	8
Kyivska	25	7	7	7	7
Luhanska	36	21	20	20	18
Lvivska	35	23	23	23	20
Poltavska	26	20	14	14	14
Rivnenska	30	12	10	10	10
Zakarpatska	43	20	13	13	13
Zhytomyrska	34	10	7	7	7
<b>Total</b>	<b>413</b>	<b>217</b>	<b>178</b>	<b>181</b>	<b>173</b>

## Annex – XVI: Media Coverage and Media Events – Status

Oblast	Media coverage					Partner web sites
	Newspapers	TV	Radio	Electronic Media	Total	
Cherkaska	40	12	7	47	106	52
Chernihivska	0	3	2	5	10	9
Chernivetska	10	1	0	25	36	5
Dnipropetrovska	49	6	0	6	61	16
Donetska	10	0	0	8	18	10
Ivano-Frankivska	4	7	4	13	28	5
Kharkivska	25	32	11	138	206	107
Khersonska	15	4	0	5	24	23
Khmelnitska	36	7	0	3	46	213
Kirovohradska	9	39	58	52	158	41
Kyivska	118	28	32	86	264	34
Luhanska	38	2	1	23	64	2
Lvivska	44	19	13	124	200	94
Mykolaivska	15	6	0	18	39	10
Odeska	9	3	0	17	29	2
Poltavska	51	27	94	15	187	56
Rivnenska	216	66	239	241	762	260
Sumska	128	16	87	102	333	169
Ternopiliska	38	13	9	20	80	170
Vinnitska	9	8	6	23	46	4
Volynska	0	3	1	6	10	2
Zakarpatska	4	4	1	8	17	24
Zaporizka	25	49	4	104	182	26
Zhytomyrska	19	5	1	27	52	72
<b>Total</b>	<b>912</b>	<b>360</b>	<b>570</b>	<b>1116</b>	<b>2958</b>	<b>1406</b>



*Empowered lives.  
Resilient nations.*



## Community-Based Approach to Local Development, Phase III

### United Nations Development Programme in Ukraine

1, Klovsky Uzviz Str., Kyiv, 01021, Ukraine

**Tel:** +380 44 253 93 63 (General Enquiries)

**Fax:** +380 44 253 26 07

[www.ua.undp.org](http://www.ua.undp.org)

[www.facebook.com/UNDPUkraine](https://www.facebook.com/UNDPUkraine)

Twitter: @UNDPUkraine